



Virtual Public Meeting

**Thursday, October
22, 2020**

VIRTUAL PUBLIC MEETING AGENDA
Thursday, October 22, 2020 at 9:00AM
Livestream at:
<https://youtu.be/p2RLNqxDtvg>

Call to Order

Indigenous Land Acknowledgement

Declarations of Interest under the [Municipal Conflict of Interest Act](#).

1. Confirmation of the Minutes from the virtual meeting held on [September 17, 2020](#).

Presentations

- 2. Toronto Gang Prevention: What We Learned & Where We Are Going**
To be presented by Detective Constable Ron Chhinzer

A video will be played during the live-streamed public Board meeting and made available to the public after the meeting concludes.

- 3. Police Reform Implementation Dashboard**
To be presented by Acting Staff Superintendent Robert Johnson, Mr. Ian Williams, Manager of Business Analytics and Mr. Ryan Teschner, Executive Director and Chief of Staff

The Dashboard will be made available to the public on **October 20, 2020** on the Board's website at this link <https://tpsb.ca/consultations-and-publications/police-reform-implementation-dashboard> and will be presented during the public Board meeting.

Items for Consideration

4. October 9, 2020 from Beverly Romeo-Beehler, Auditor General
Re: [Status of Auditor General's Proposed Risk-Based Audit Plan for the Toronto Police Service](#)

5. October 9, 2020 from Ryan Teschner, Executive Director & Chief of Staff
Re: Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services

6. October 8, 2020 from James Ramer, Chief of Police
Re: Global Search Solution Project – Contract Increase for Additional Licencing and Professional Services – Michael Cizmar and Associates

7. October 1, 2020 from James Ramer, Chief of Police
Re: Contract Award for Adobe Software, Maintenance and Support – Softchoice Canada Inc.

8. October 1, 2020 from James Ramer, Chief of Police
Re: Contract Award for the Supply of Panasonic CF33 Ruggedized Mobile Workstations, Associated Accessories and Maintenance - Softchoice Canada Incorporated

9. October 1, 2020 from James Ramer, Chief of Police
Re: Contract Award for Integrated Telecommunications Infrastructure – Bell Canada

10. October 1, 2020 from James Ramer, Chief of Police
Re: Contract Award for the Supply of Vehicle Equipment Installation Services – Kerr Industries Limited

11. October 9, 2020 from James Ramer, Chief of Police
Re: Contract Award to Supply Havis Mounting Equipment for Vehicle Electronics Systems - Mega Technical Holdings Ltd.

12. October 2, 2020 from James Ramer, Chief of Police
Re: City of Toronto Traffic Agent Special Constable Appointments - October 2020

13. September 21, 2020 from James Ramer, Chief of Police
Re: Special Constable Appointment and Re-Appointment – October 2020

14. September 24, 2020 from Ryan Teschner, Executive Director & Chief of Staff
Re: Request for Special Funds: Ontario Association of Police Services Boards (OAPSB) – 2020 Virtual Labour Seminar

Consent Agenda

15. October 1, 2020 from James Ramer, Chief of Police
Re: Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Community Engagement Report

16. September 14, 2020 from James Ramer, Chief of Police
Re: Toronto Police Service Board's Equity, Inclusion and Human Rights Unit – Progress Update on the Unit's Work

17. October 2, 2020 from James Ramer, Chief of Police
Re: Toronto Police Service Open Data & Open Analytics

18. September 25, 2020 from Jim Hart, Chair
Re: Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ended December 31, 2019

19. October 6, 2020 from Ryan Teschner, Executive Director & Chief of Staff
Re: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2020

20. September 21, 2020 from James Ramer, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury to Complainant 2019.06

Adjournment

Next Meeting

Tuesday, November 24, 2020

Time and location to be announced closer to the date.

Members of the Toronto Police Services Board

Jim Hart, Chair

Lisa Kostakis, Member

Michael Ford, Councillor & Member

Ainsworth Morgan, Member

Marie Moliner, Vice-Chair

Frances Nunziata, Councillor & Member

John Tory, Mayor & Member

Status of Auditor General's Proposed Risk-Based Audit Plan for the Toronto Police Service

Date: October 9, 2020
To: Toronto Police Services Board
From: Auditor General
Wards: All

SUMMARY

The Auditor General's audits and investigations provide independent information for City Council to hold City administrators accountable for providing stewardship over public funds. The Auditor General's work helps to identify and mitigate risks the City faces, improve accountability, strengthen management controls, and enhance the efficiency and effectiveness of City operations.

The Auditor General undertakes a risk-based approach to audit selection. To identify audit priorities for her risk-based Audit Work Plan, every five years the Auditor General performs an extensive risk assessment of the operations of the City divisions and its major agencies and corporations included in her mandate. The results of the Auditor General's last city-wide risk assessment were reported in 2015. In accordance with the Auditor General's 2020 Audit Work Plan, the Auditor General initiated a city-wide risk and opportunity assessment in early 2020.

At the request of the Toronto Police Services Board in December 2019, the Auditor General is completing a risk assessment to inform a proposed risk-based audit plan of the Toronto Police Service. Although the Auditor General has conducted many performance audits of the Toronto Police Service in the past, this is the first time the Toronto Police Service is being included in the Auditor General's city-wide risk and opportunity assessment process.

The purpose of this report is to provide an update to the Toronto Police Services Board on the status of developing our proposed risk-based audit plan for the Toronto Police Service, and to outline two higher priority audit projects for the Board.

The Auditor General's risk assessment process of the Toronto Police Service is still in progress. However, our preliminary results identify a higher priority area as a potential audit - Public Safety Answering Point, 911 call centre. The Board has already requested the Auditor General perform a Cyber Security audit, also a higher priority area, and this

work has recently begun. We plan to report our proposed risk-based audit plan to the Toronto Police Services Board at its November 24, 2020 meeting.

We plan to incorporate the two higher priority audit projects, as requested by the Board, in the Auditor General's 2021 Work Plan to be presented to City Audit Committee on November 19, 2020.

It is important to note that our city-wide risk and opportunity assessment of the City's divisions, agencies and corporations is still in process. The risks and potential audit projects of the Toronto Police Service will be considered together with the rest of the City's, to inform the prioritization of the audit projects included in the Auditor General's 2021 Audit Work Plan. The audit projects to be completed is subject to available resourcing.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Toronto Police Services Board request the Auditor General, City of Toronto, conduct an audit of Public Safety Answering Point – 911 Calls, for inclusion in her 2021 Audit Work Plan.

FINANCIAL IMPACT

The recommendations and information provided in this report have no financial impact.

DECISION HISTORY

The Auditor General's mandate, powers, and responsibilities are set out in the City of Toronto Act, 2006 and Chapter 3 of the Toronto Municipal Code. The Auditor General's mandate includes all of the divisions of the City and the majority of the City's agencies and corporations. For certain City entities, such as Toronto Police Services Board, the Auditor General may undertake financial (excluding attest), compliance, and performance audits, and provide recommendations to the Board, *upon request by the Board*.

The Toronto Police Services Board Chair's letter dated December 12, 2019, stated that "*on behalf of the Toronto Police Services Board, I invite you to conduct an overall risk assessment as well as a cyber security audit of the Toronto Police Service*".

City Council recommendations made at its June 29, 2020 meeting and recommendations made by the Toronto Police Services Board at its August 18, 2020 meeting, both reinforced the support for the Auditor General's audits of the Toronto Police Service. Various recommendations in both the Council and Board reports requested the Auditor General to develop an independent audit work plan in order to

identify opportunities to more effectively and efficiently deliver police services in the City of Toronto.

Council's report on Changes to Policing which was considered by Council on June 29, 2020:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC22.2>

The Toronto Police Services Board's report on Policing Reform Initiatives which was considered at its Board meeting on August 18, 2020:

<https://tpsb.ca/component/jdownloads/send/32-agendas/631-august-18-2020-agenda>

The Auditor General included the Toronto Police Service within the scope of the 2020 city-wide risk and opportunity assessment.

COMMENTS

The Auditor General undertakes a risk-based approach to audit selection. To identify audit priorities for her Audit Work Plan, every five years the Auditor General performs an extensive risk assessment of the operations of the City divisions and its major agencies and corporations included in her mandate. The results of the Auditor General's last city-wide risk assessment were reported in 2015. In accordance with the Auditor General's 2020 Audit Work Plan, the Auditor General initiated a city-wide risk and opportunity assessment in early 2020.

The purpose of the Auditor General's city-wide risk and opportunity assessment is to inform the development of her risk-based Audit Work Plan. It helps to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria to identify areas that may warrant audit attention. Determining which areas to audit and the appropriate allocation of audit resources is essential in maximizing the value of an effective audit process.

The Auditor General will present her 2021 Audit Work Plan at the November 19, 2020 City Audit Committee meeting. This work plan considers audits that are in process, those which have not yet started, and new proposed audits. The available resources are a major factor in determining which priority projects are included in the 2021 Audit Work Plan.

Police Included in Auditor General's Risk-Based Audit Planning Process

In December 2019, the Board Chair on behalf of the Toronto Police Services Board, requested the Auditor General to complete both a cyber security audit as well as a risk assessment of the Toronto Police Service.

In early 2020, the planning for the police risk assessment and the cyber security audit began. All staff in the Auditor General's Office performing audit work at the Toronto Police Service began and have since completed the Toronto Police Service background

security clearance. Due to COVID-19, both the risk assessment and cyber security audit work were temporarily put on hold until the summer 2020.

In June 2020, certain events in the United States as well as Canada caused a public outcry demanding police accountability and changes to policing. In response, City Council recommended for the Toronto Police Services Board to take action to allow the City's Auditor General to independently develop an audit work plan and conduct audits of the police, including examination of systemic issues. City Council recommendations made at its June 29, 2020 meeting and recommendations made by the Toronto Police Services Board at its August 18, 2020 meeting, both reinforced the support for the Auditor General's audits of the Toronto Police Service.

During the summer 2020, the Auditor General resumed work on both the risk assessment and the cyber security audit at the Toronto Police Service. We continue to complete interviews and review information requested from management. The Auditor General will report on the proposed risk-based audit work plan for the Toronto Police Service at the Board's November 24, 2020 meeting.

Auditor General's Risk Assessment Process

Our risk assessment process involves research, a review of publicly available information, interviews with management, and a review and analysis of both quantitative and qualitative information requested of management.

We are using the following 10 risk factors of our city-wide risk and opportunity assessment in evaluating the risks of the Toronto Police Service:

1. Cyber Security and Information and Technology Exposure
2. Legal Exposure (includes Environmental, Regulatory, Litigation)
3. Susceptibility to Fraud, other Wrongdoing, or Waste
4. Complexity and Significant Changes in Operations and Service Delivery
5. Alignment of Strategic / Business / Service Planning
6. Staffing Levels & Organization Competence
7. Financial Exposure (Materiality and Impact)
8. Contractual Exposure
9. Adequacy of Policies, Procedures, Processes and Controls
10. Public and Political Interest

See Attachment 1 for the descriptions of the above risk factors. For audit areas of higher risk we identify potential audit projects and consider these of highest priority when developing the risk-based audit plan.

Emerging Higher Priority Areas for Potential Audit Projects

Table 1 below outlines two higher risk audit areas for potential audit projects.

The Auditor General's risk assessment process is still in progress, however the 911 call centre has emerged as a higher priority area for a potential audit. The Public Safety Answering Point, better known as 911 emergency call centre, is a critical area that has

never been reviewed by the Auditor General. Dialing "9-1-1" in Toronto links a caller to an emergency dispatch centre operated by the Toronto Police Service. The 911 emergency call centre is the gateway to reactive police services, provides critical information for prioritizing the Toronto Police Service's response to emergency calls, and affects other important emergency response services in the City, such as fire and paramedics.

Given that the Auditor General plans to present her 2021 Audit Work Plan at the November 19, 2020 Audit Committee meeting, we wanted to inform the Board of this preliminary higher priority audit area that has emerged from our risk assessment. Pursuant to the Board's request, the Auditor General plans to include this project in her 2021 Audit Work Plan.

The other higher priority area of cyber security is a high risk area for most organizations, and our work for the City in 2019 highlighted these risks. We have begun a cyber security audit at the request of the Board. A Memorandum of Understanding is in place regarding the cyber security audit currently in process.

Performance audits help in identifying opportunities to deliver services more effectively, efficiently, and to obtain the greatest value from public funds. Audits also help management and boards to continuously improve and strengthen policies, controls, and processes, improve accountability, and often identify potential cost savings. The scope for each audit area will be defined during the planning stage of the project.

Table 1: Higher Priority Audit Areas for Potential Audit Projects

	Audit Area	Potential Audit Project
1.	Information Technology	<p>Cyber Security - Currently in process at the Board's request</p> <p>This project includes IT vulnerability assessment and penetration testing of the Toronto Police network, systems, and applications. We will also use social engineering techniques to test police information technology cyber security risks.</p>
2.	Priority Response Command	<p>Public Safety Answering Point - 911 Calls</p> <p>Dialing "9-1-1" is intended for emergency purposes, such as fires, when someone can't speak, breathe, or has passed out and if a crime is happening or there is a serious car accident. Of the 1.24 million calls for service received in 2019 by the emergency call centre, 34% required a police unit to attend.</p>

The Auditor General will report on the proposed risk-based audit work plan for the Toronto Police Service at the Board's November 24, 2020 meeting. A Memorandum of Understanding is being drafted to formalize the working relationship between the Auditor General and the Toronto Police Service and the Toronto Police Services Board for future audit work and will be presented at a future Board meeting.

Auditor General's Previous Audits of the Toronto Police Service

The Toronto Police Board's 81 recommendations approved during its August 18, 2020 meeting included reference to following up on the previous audits of the Auditor General.

Table 2 below lists the previous Auditor General's audit reports of the Toronto Police Service reported from 1999 until the date of this report. The table highlights the extensive audit work completed in the past by the Auditor General for the Toronto Police Services Board.

Table 2: Auditor General Audit Reports of the Toronto Police Service

	Audit Report Title	Year
1	Review of Integrated Records and Information System (IRIS)	2011
2	Parking Enforcement Review	2011
3	Police Paid Duty - Balancing Cost Effectiveness and Public Safety	2011
4	The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults	2010
5	Police Training, Opportunities for Improvement - Toronto Police Service – Follow-Up Review	2010
6	Fleet Review	2008
7	Review of Court Services	2008
8	Review of Police Training, Opportunities for Improvement -	2007
9	Enterprise Case and Occurrence Processing System (eCOPS) Project Review	2005
10	Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project (APPENDIX 1)	2005
11	Follow-up Review on the October 1999 Report Entitled: "Review of the Investigation of Sexual Assaults"	2005
12	Overtime	2003
13	Performance Audit – The Public Complaints Process	2002
14	Six-month Air Support Unit Pilot Project	2002
15	Revenue Controls Review	2002
16	Information Technology Services Unit	2002
17	Vehicle Replacement Policy	2000
18	Toronto Police Service Audit Reports	2000
19	Review of Parking Enforcement Unit	2000
20	Review of Controls Relating to Overtime and Premium Pay	2000
21	Review of the Investigation of Sexual Assaults	1999
22	Radio Communications System - Toronto Police Services and Toronto Fire Services	1999
23	Review of Metropolis Project	1999

The Auditor General completes a regular follow-up process to review the status of audit recommendations made in previously issued audit reports. At the time of this report, all police audit recommendations of previous Auditor General Reports have been addressed and none remain outstanding. Given that some of these audits occurred

several years ago, it is possible that risks and practices have changed over time and we are still considering the above areas as part of our risk assessment process.

A report on this matter was before the Board on June 15, 2017 and is recorded in the Board minute *P130 - Toronto Police Service: Results of 2017 Follow-Up of Previous Audit Recommendations*. <https://tpsb.ca/component/jdownloads/send/42-2017/567-june-15>

Thank You to the Toronto Police Service and its Board

We would like to extend our appreciation to the Toronto Police Service and Toronto Police Services Board, for their professional courtesy and cooperation as we complete both the risk assessment process and cyber security audit during these challenging times.

We look forward to working together in the future on audits that will add value for the Toronto Police Service and its Board, as well as for the residents of the City of Toronto.

CONTACT

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SIGNATURE



Beverly Romeo-Beehler
Auditor General

ATTACHMENT

Attachment 1: Description of Risk Factors

**Attachment 1: Description of Risk Factors
2020 City-wide Risk Assessment
Auditor General's Office**

1) CYBER SECURITY AND INFORMATION AND TECHNOLOGY EXPOSURE

Given the dependence of business operations on information technology, the risks related to availability of systems, confidentiality, and integrity of data, are often considered among the top risks to organizations.

In recent years, many municipalities and other public/private sector organizations in Canada and the U.S. have been affected by cyber-attacks. These cyber-attacks have resulted in loss of sensitive information and confidential data, and caused denial of service in a number of instances where municipalities and organizations were not able to provide services to their citizens, businesses, and other stakeholders. These cyber-attacks also resulted in significant financial losses and litigation issues.

The City provides a number of services, such as information about and registration of various programs for kids, communities, and businesses through the internet. The City's IT infrastructure stores a significant amount of confidential and sensitive data, such as information about employees' and citizens' personal records. It also maintains a large number of systems that are critical to the City's operations and providing services, such as water, fire services, transportation, and emergency response to the citizens of Toronto.

Weaknesses in information technology controls could lead to potential cyber-security risks, exposing the City to compromise confidential information, or the potential shutdown of critical technology systems that are relied upon to provide services to citizens.

The following are some important factors that impact the IT security exposure of an operating unit:

- Existence of an IT Governance framework, adequacy of policies and procedures
- Security over data collection, management and storage, such as data relating to personally identifiable information, financial records, including credit card information, etc.
- IT access controls, monitoring, and change management
- Pace of adoption of new technologies, comparison with industry benchmarks, and compliance with cyber security standards
- Business continuity, applications and systems change management, and disaster recovery procedures
- Employee training and awareness on information technology and cyber security

2) LEGAL EXPOSURE (INCL. ENVIRONMENTAL, REGULATORY, LITIGATION)

Exposure to risk can be introduced by non-compliance with internal and external policy, procedure, regulatory, and statutory matters. Non-compliance can result in public embarrassment and/or monetary loss due to improper business practices, the levy of fines or litigation, loss of funding sources, disallowed costs from funding agencies, and in certain cases may compromise privacy or health and safety.

The complexity and clarity of internal / external requirements impacts an organization's ability to comply, and therefore influences the degree of exposure to risk. Compliance risk may be mitigated if external third parties / government sectors are required to perform independent monitoring / audits.

Consideration should be given to:

- Crisis management (i.e. health-related pandemics, mass public violence, natural disasters)
- People and equity (i.e. diversity and inclusion, mental health awareness, harassment)
- Climate change (i.e. reducing the carbon footprint, risks to infrastructure)
- Health and safety

3) SUSCEPTIBILITY TO FRAUD, OTHER WRONGDOING, OR WASTE

The Disclosure of Wrongdoing and Reprisal Protection policy, part of the Toronto Public Service By-law (Chapter 192), includes a duty for employees to report allegations of wrongdoing. Specifically, the By-law requires:

- all City employees who are aware that wrongdoing has occurred to immediately notify their manager, their Division Head, or the Auditor General's Office
- allegations of wrongdoing received by Division Heads, Deputy City Managers or the City Manager to be immediately reported to the Auditor General
- employees who report wrongdoing in good faith to be protected from reprisal.

Exposure to potential losses from fraud, other wrongdoing, or waste may be impacted by various factors including the degree of:

- pressure on employees to achieve performance goals
- opportunities from weak internal controls (e.g. inadequate segregation of duties) or management override of controls
- liquidity of assets
- potential conflicts of interest or collusion

Fraud and wrongdoing in the following areas have been identified in recent years:

- irregular procurement practices
- misuse of City resources
- subsidy claim fraud
- employee benefits fraud
- sick leave abuse / overtime
- conflict of interest

An effective way to deal with fraud or other wrongdoing is to identify and document fraud risks. In the consideration of risk, it is important to assess the extent of fraud or other wrongdoing that has occurred and the adequacy of fraud prevention and awareness activities. Fraud risks are not limited to theft and misappropriation of cash or physical assets, but should consider emerging trends and historic trends in the program area.

4) COMPLEXITY AND SIGNIFICANT CHANGES IN OPERATIONS AND SERVICE DELIVERY

The degree of risk is influenced by the complexity, size, scope, and magnitude of a unit's operations, activities, and service delivery. Units may deal with a high volume of transactions and/or a portfolio of programs and services of varying size and complexity, the people, process, and technology to support them, and all of the related regulations.

The complexity of a unit's operations must be considered within the context of interdependencies and agreements with third parties, (i.e. general contractors, subcontractors, housing providers, etc.), divisions, agencies, and corporations, and the City as a whole. It may be difficult to establish clear accountability for process and control ownership, and alignment of risk decisions and tolerances.

In addition, structural changes, reorganizations, changes in third-party relationships, and key management turnover, can all potentially increase risk for established operations.

5) ALIGNMENT OF STRATEGIC / BUSINESS / SERVICE PLANNING

The development and implementation of strategic and long-term business plans define the key initiatives and priorities of a unit. A Division/Agency/Corporation business plan links funding requirements to organizational goals and objectives in the short-term (annual) and for a longer-term period (3-5 years).

These plans also establish the formal goals and objectives for the organization and communicate them to staff. This allows staff to develop performance objectives which are aligned with the organizational objectives. Both personal and organizational objectives should include measurable performance targets and indicators.

Without clearly defining goals, objectives, performance measures/targets, and outcomes, it is not possible to track and evaluate the effectiveness of a unit. It is important that the outcomes set are also aligned with the City's goals and help the City to move forward. Also, without a periodic refresh, and continuously measuring outcomes, the strategic plan and business plans may lose relevance, increasing the risk that operations will not meet stakeholder expectations.

6) STAFFING LEVELS & ORGANIZATION COMPETENCE

There must be sufficient personnel with appropriate experience and capability to manage day-to-day operations in accordance with policies and procedures, make decisions, and maintain internal controls. To limit organizational exposure, these individuals need to understand their roles and responsibilities and be accountable for their actions or lack thereof.

Changes in an organization's management personnel, structure or systems influence risk. For example:

- Reorganization of responsibilities and activities can result in significant changes that compromise the internal control environment.
- Significant downsizing, inadequate succession planning, and process reengineering efforts may also increase risks if there are inadequate protocols in place to transfer knowledge or the control environment is not carefully analyzed and preserved. For example, adequate levels of authorization balanced with adequate segregation of duties.
- Every new election may present new City Council priorities that may impact existing systems or processes.

7) FINANCIAL EXPOSURE (MATERIALITY AND IMPACT)

Large dollar amounts either flowing through a system or committed to an activity or project will increase financial risk. Any potential financial loss (impact) depends on the dollar value of revenues and / or expenditures that a program manages.

Financial risks can also impact the adequacy of City reserve and reserve fund balances which are Council-approved:

- for planned future expenditures;
- to protect the City against unbudgeted or unforeseen events;
- to smooth out future program expenditures which may fluctuate from one year to the next;
- or to accumulate funds for future capital expenditures or irregular or occasional expenses (such as municipal elections every four years).

It is also important to note that some Divisions may have relatively small operating / capital budgets but are responsible for managing or administering significant funds (i.e. Engineering and Construction Services, Accounting Services (Accounts Payable, Accounts Receivable), PPEB – Employee Benefits, Revenue Services (Property Tax Collection, Water Billings, etc.)). These represent "at risk" dollars that need to be considered when assessing financial risk.

8) CONTRACTUAL EXPOSURE

All contracts present some level of risk. Risks can be increased or mitigated by the manner in which contracts for service providers and suppliers are procured and managed. Contract risk exposure is impacted by the degree to which:

- Oversight of procurement has been centralized (i.e. through PMMD)
- Compliance with procurement policies
- Formal, open, competitive procurement processes are used
- Wording of contract deliverables, outcomes, and any consequences for non-performance, etc. is clearly defined and clearly understood by all parties
- Irregular purchasing activities have been identified
- Contract management practices have been implemented by knowledgeable staff
- Potential conflicts of interest have been identified and addressed

9) ADEQUACY OF POLICIES, PROCEDURES, PROCESSES AND CONTROLS

Policies and procedures should be in place so that activities efficiently and effectively support the achievement of an organization's objectives in a consistent manner. Policies and procedures need to be communicated so that staff understand what is expected of them and the scope of their freedom to act. Authority, responsibility and accountability should be clearly defined so that the appropriate people make decisions and take action.

Even if policies and procedures are well-defined, processes must be in place to monitor adherence with requirements and address instances of isolated and/or recurring non-compliance in a timely manner.

10) PUBLIC AND POLITICAL INTEREST (INCL. ADVERSE PUBLICITY)

Events can occur which erode public confidence in the City of Toronto. As the level of visibility, political and/or public interest, or potential for public embarrassment increases, the degree of exposure will increase. The amount of interest that Council expresses in a particular unit or function could also impact this factor.



Toronto Police Services Board Report

October 9, 2020

To: Board Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

**Subject: CHIEF OF POLICE SELECTION PROCESS - CONTRACT
AWARD TO ENVIRONICS TO DELIVER PUBLIC
CONSULTATION SERVICES**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

1. approve a contract award to Environics Research Group Limited (Environics) to deliver public consultation services as part of the Chief of Police selection process, for a four month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000;
2. authorize the Chair to exercise the options to extend the contract term, subject to budget availability and satisfactory vendor performance; and
3. authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The Board has estimated that the budget for these services is approximately \$75,000. No specific budget allocation for these public consultation services was included in the Board's approved 2020 budget. However, every effort will be made to accommodate the costs from within the Board's current budget.

Background / Purpose:

One of the Board's most significant responsibilities is to recruit and appoint a Chief of Police. Robust and deep public engagement to hear from Toronto's diverse

communities on the attributes, skills and priorities for the next Chief of Police is a key priority in the upcoming selection process – and, in particular, given the significant attention on driving policing reform. The Board Office has every intention of ensuring that the public engagement for the upcoming Chief selection process sets a new high watermark, both in respect of the Board’s past engagements of this kind, and more broadly with respect to Chief selection processes in Canada.

On July 31, 2020, Chief Mark Saunders retired from the Toronto Police Service (Service). As set in out in section 31(d) of the *Police Services Act*, the Board has the statutory responsibility to “recruit and appoint the chief of police.” Currently, James Ramer is serving as Interim Chief of Police until such time as a new Chief is appointed. The Board has commenced a two-part Chief selection process, which includes robust and wide-ranging public consultation, as well as the retention of an executive search firm to provide expertise and support during the recruitment stage.

The purpose of this report is to obtain Board approval for the retention of Environics to provide public consultation services.

Discussion:

At its meeting of August 18, 2020, the Board approved 81 recommendations that put into place a roadmap for comprehensive policing reform and included building new community safety response models, initiatives to address systemic racism and concrete steps to improve trust with our communities. (Min. No. P129/20 refers). The report also specifically addressed the forthcoming Chief selection process and recommendations related to that process. In describing the forthcoming process, the report stated:

The Board takes the selection of and hiring process associated with the next Chief of Police very seriously. The Board values and has prioritized public consultation in the selection process for the Chief of Police in the past and recognizes the importance of further improving its engagement efforts. In particular, it values input from the public and community stakeholders on the values, skills and other criteria deemed integral to the success of the Chief of Police for Toronto. During the town hall meetings, as well as at City Council, the selection process and criteria associated with the Chief of Police was the subject of much discussion.

The Board will soon begin the public procurement process to select firms to assist with the executive search for the next Chief, as well as for the public consultation process which will inform the executive search. The Board will receive Requests for Proposals (RFP) from interested firms, and will then follow the procedural steps of receiving, evaluating, and selecting firms to execute the executive search and public consultation processes. It is anticipated that a Board report recommending the

successful firms will be brought before the Board for approval in Q4 2020. The firms will begin their work following the Board's approvals.

Competitive Procurement Process for Public Consultation Services:

On August 17, 2020, a Request for Proposal (RFP) for public consultation services, was issued on MERX, with a closing date of September 22, 2020. Thirty-two vendors downloaded the RFP. A question was submitted during the posting period, asking what the budget was for this RFP. The response provided indicated that the budget was approximately \$75,000. Ultimately, four proposals were received. The proposals were assessed by an Evaluation Committee, which included a member of the newly struck Police Reforms committee, operating out of the City of Toronto's City Manager's Office. This committee is tasked with implementing the decisions that were adopted relating to police reform at the June 29 and June 30 City Council meeting. It was determined that including a member from this committee, with the relevant expertise at the City level would be an asset to the selection process. The Evaluation Committee consisted of the following members:

- Ryan Teschner – Executive Director & Chief of Staff, Board Office
- Danielle Dowdy – Advisor, Strategic Policy & Stakeholder Relations, Board Office
- Vanessa Ferrone – Senior Corporate Management and Policy Consultant, City Manager's Office, City of Toronto

The proposals were assessed on the criteria outlined in the RFP, which included proponents being required to outline their demonstrated experience in:

- performing public consultation projects for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations; and
- managing public exposure, including media attention, as a result high-profile projects.

Proponents were also required to:

- demonstrate the qualifications of proposed project team members effectively engaging a broad spectrum of community partners and stakeholders for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations;
- outline their proposed plan, schedule and approach; and
- provide sample public consultation projects in their proposal.

Successful Vendor Being Recommended:

All of the proponents were scored using the above-noted criteria. Environics scored the highest and is recommended for award. Environics price submission was \$75,000.

Environics has a strong reputation for working across organizations and communities with actionable, evidence-based solutions to real business problems. Headquartered in Toronto, Environics also has offices in Ottawa and Calgary.

Environics' consultants are specialists in all aspects of consultation design, recruitment and analysis, with a reputation for accuracy, project management and special interpretative expertise. Environics possesses the internal expertise and resources that will enable them to successfully deliver on all components of the public consultation, within an appropriate timeframe.

Environics has a team of experts with extensive experience in helping public sector organizations develop and implement public consultation strategies in many different sectors. Notably, they have delivered consultation and engagement services for many public sector and unionized clients, including:

- TransCanada Pipeline Consultations (2015)
- PRESTO Transit Data Privacy (2017)
- Opioid Use - Anonymous Client (2019)
- OSSTF – Equity Focus Groups (2019)
- Durham Region Anti-Black Racism public consultation (2020)

Environics was selected, based on their relevant experience and demonstrated ability to engage a broad spectrum of communities and key stakeholders – including those from marginalized and/or vulnerable groups for whom tailored methods of engagement may be required.

Upon Board approval, Environics will commence the process of consulting with the public in the coming months, following planning discussions with the Board Office and the City. Specifically, upon Board approval, Environics will be retained to, at a minimum:

- Facilitate four two-hour sessions at locations in Scarborough, North York, Etobicoke and downtown Toronto;
- Facilitate a focus group with youth organizations, with a requirement that the chosen firm works with a pre-identified third-party organization in the planning and facilitation of these meetings;
- Facilitate a focus group with the Service's Community Police Liaison Committees (CPLCs) and the Community Consultative Committees (CCCs);
- Facilitate roundtable meetings with elected officials (for example: City Councillors, school board trustees, MPPs, and MPs, among others);
- Facilitate roundtable meeting(s) with business leaders and key stakeholders;
- Facilitate roundtable meetings with community leaders and organizations, prioritizing community leaders or organizations that work within vulnerable and marginalized communities;
- Facilitate internal consultations with:
 - the Toronto Police Association;
 - the Senior Officers' Organization; and

- the Service's Internal Support Networks (ISNs).

Given the current public health pandemic guidelines, these sessions will likely be held virtually. Environics' approach to public engagement is flexible both in terms of timing and methods used, all with a view to maximizing broad public engagement from Toronto's diverse communities.

Environics will also facilitate an open session for Service Members, and will employ an online tool to collect and analyze written and on-line submissions. At the conclusion of the process, Environics will prepare a final report on the feedback received through the consultations, which will ultimately feed into the development of a new job description, competency profile and selection criteria for the Chief of Police, which will inform the search process that will then unfold.

Conclusion:

Therefore, I am recommending that the Board approve a contract award to Environics, to provide public consultation services for the Chief of Police selection process. Based on their submitted proposal and presentation, I am confident that they will successfully deliver these services in a manner that effectively engages a broad spectrum of Toronto's communities. If the Board approves this report, Board Staff will work closely with Environics to set out a broad vision for community and stakeholder engagement and consultation, which will ultimately inform the recruitment of the next Chief of Police.

It should be noted that the process for selecting the executive search firm remains ongoing at this time. A recommendation for the selection of a firm to provide executive search services will be brought to the Board's November 2020 meeting.

Respectfully submitted,



Ryan Teschner
Executive Director & Chief of Staff



Toronto Police Services Board Report

October 9, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Global Search Solution Project – Contract Increase for Additional Licencing and Professional Services – Michael Cizmar and Associates

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- (1) approve an increase to the value of the contract with Michael Cizmar and Associates (M.C.+A.) of \$36,000 for professional services in 2020 for inclusion of Legacy Search datasets;
- (2) approve an increase of the annual licencing costs of \$185,000 (excluding taxes) for the period of October 1, 2020 to December 31, 2023 to M.C.+A.; and
- (3) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The tables below summarize the costs of both past and future professional services, software license fees, maintenance and support, for this project.

Table 1- Previously Approved / Approved Budget - May 2020 (Min. No P58/20)

Timing	Professional Services	Software License Fees	Maintenance and Support Fees	Total
Previously Approved Expenditures	\$455,000	\$217,000		\$672,000
<i>Contract Extension:</i>				
April 01, 2020 – December 31, 2020	\$100,000	\$211,000	\$46,400	\$357,400
Jan 1, 2021 - December 31, 2021	\$140,000	\$281,300	\$61,900	\$483,200
Jan 1, 2022 - December 31, 2022	\$140,000	\$281,300	\$61,900	\$483,200
Jan 1, 2023 - December 31, 2023	\$140,000	\$281,400	\$61,900	\$483,300
Total contract extension amount	\$520,000	\$1,055,000	\$232,100	\$1,807,100
Total contract amount	\$975,000	\$1,272,000	\$232,100	\$2,479,100

Table 2- Request for Approval of Revised Estimated Costs - October 2020:

Timing	Professional Services	Software License Fees	Maintenance and Support Fees	Total
Previously Approved Expenditures	\$455,000	\$217,000		\$672,000
<i>Revised Contract Extension:</i>				
April 01, 2020 – December 31, 2020	\$136,000	\$257,300	\$46,400	\$439,700
Jan 1, 2021 - December 31, 2021	\$140,000	\$466,300	\$61,900	\$668,200
Jan 1, 2022 - December 31, 2022	\$140,000	\$466,300	\$61,900	\$668,200
Jan 1, 2023 - December 31, 2023	\$140,000	\$466,300	\$61,900	\$668,200
Total contract extension amount	\$556,000	\$1,656,200	\$232,100	\$2,444,300
Total contract amount	\$1,011,000	\$1,873,200	\$232,100	\$3,116,300

The recommended contract adjustments for professional services and additional software license fees will increase the contract with M.C.+A. by \$637,200 to December 31, 2023.

Expenditures to date for this initiative have been funded by the 2017/18 and 2018/19 Policing Effectiveness and Modernization (P.E.M.) Grants, and the Toronto Police Service's (Service) 2020-2029 Capital Program.

Funding for future expenditures for this initiative have been included in the Service's 2020-2029 Capital Program and operating impact from capital (Min. No. P237/19 refers).

Background / Purpose:

The Service's Records Management System (R.M.S.) was changed on November 5, 2013 from eCOPS to Versadex. Since that time, users have not been able to concurrently perform an integrated search of the current Versadex R.M.S. and the legacy databases through a single interface.

The value of timely and accurate information for the purposes of public safety investigations and primary response has always been vital for officers. Searching for such information currently involves searching multiple data repositories through separate interfaces, each returning results in differing formats. The Service requires the ability to search information through a single interface, with the goal of searching and retrieving all relevant content from file system repositories as well as document and content management systems through a Global Search solution.

With the production implementation of this platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively than is currently possible. This will save valuable time in support of investigations and increase officers view to the connectivity of key information across systems, which will be a notable improvement from the current state.

In January 2018, the Service conducted a Request for Proposal process for a Global Search solution. This resulted in the selection of Attivio software as the Service's standard for Global Search software and the selection of Michael Cizmar and Associates (MC+A) for the provision of required professional services including installation, configuration, testing and training.

The Global Search project is being managed in an innovative manner using an agile approach, which began with a phased Proof of Concept (P.O.C.). The P.O.C. has involved implementing the technology, identifying long-term applications of the technology through lessons learned, and creating a foundation based on core R.M.S functionality. The Service examined the capabilities, limitations and scalabilities of the solution and began development of appropriate governance and security measures. In addition, a detailed examination of maintaining and supporting the application was evaluated.

Expenditures to date for this initiative have been funded by the 2017/18 and 2018/19 Policing Effectiveness and Modernization (P.E.M.) Grants.

In 2019, the Board approved an initial one-year production license, related professional services and future year maintenance and upgrade for a total contract value of \$687,000, with a total spending of \$672,000 (Min. No. P74/19 refers).

The next phase was a limited initial production license rollout to the Toronto Police Service and in May 2020, the Board approved the current \$2,479,100 contract value (Min. No. P58/20) as shown on table 1. Funding for future expenditures for this initiative have been included in the Toronto Police Service's 2020-2029 Capital Program and Operating impact from Capital (Min. No. P237/19 refers).

The changes herein will enable the service to transfer the search of legacy records management solutions into the Global Search solution. This will in turn allow for the full decommissioning of the legacy solutions themselves with an anticipated savings in the infrastructure in future years.

Discussion:

The benefits of the Global Search solution include enhanced situational awareness, improved public and officer safety and increased officer efficiency conducting searches.

The current phase of the initiative will be to continue the pilot production rollout in operational and investigative units, as well as including the additional information currently held within legacy search. This phase of the project will enable investigative and operational units to search across vital internal systems simultaneously. Further, officers will be able to search and visualize the requisite connectivity of critical investigative information in support of investigations.

M.C.+A. is the exclusive reseller and professional service provider of the Attivio software in Canada, and as such the Service recommends approving the additional costing to include legacy data as part of the Global Search environment.

Conclusion:

The Service is seeking approval for an increase in the value of the contract with Michael Cizmar and Associates of \$36,000 for professional services and an additional \$185,000 in annual licencing for a total contract increase of \$637,200. As the project progresses, it is possible that other opportunities to rationalize systems may become available, and where financially or operationally beneficial, the Service will explore whether they can be addressed through the Global Search solution. Any further opportunities will be presented to the Board for approval.

Mr. Colin Stairs, Chief Information Officer, and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board Office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Contract Award for Adobe Software, Maintenance and Support – Softchoice Canada Inc.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- (1) approve a contract award for Adobe software support, professional services and maintenance to Softchoice Canada Inc. for one-year with an option to extend for two additional one-year periods, which would cover the period August 30, 2020 to August 29, 2023, at a total cost of approximately \$1,102,090 (excluding taxes);
- (2) authorize the Chief of Police to exercise the two one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations; and
- (3) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The support, professional services and maintenance cost for the first year will be \$341,782 (excluding taxes), of which \$113,927 relates to 2020 costs and is included in the Service's 2020 operating budget. Future year costs will be included in the respective operating budget requests, for a three-year total cost of approximately \$1,102,090 (excluding taxes).

Under the financial bylaw, the Toronto Police Service (Service) has the authority to commit to the first year of this contract and has done so to enable the continued use of this important software. As the total cost of the contract (approximately \$1.1 Million), including the option years, would exceed the \$1 Million commitment authority delegated to the Chief under the by-law, Board approval is being requested.

Background / Purpose:

The Service utilizes Adobe products to censor and obscure text, create Portable Document Format (P.D.F.) documents, photos and audio files for legal and/or security purposes. In addition, Adobe products assist with several automated workflow processes and Service form generation.

The purpose of this report is to obtain Board approval for a contract award for support and maintenance of our current Adobe software licenses and for future ad hoc purchases and corresponding services as required by the Service.

Discussion:

The suite of Adobe software products are utilized by operational and support units across the Service.

Historically, the licenses for different Adobe products have been purchased separately, which has resulted in additional effort and resources to maintain the separate agreements.

With the recent and upcoming expiration of several of these agreements, it was decided to take the opportunity to reduce administration effort and issue a Request for Quotation (R.F.Q.) to establish a vendor for all Adobe products used by the Service.

On July 16, 2020, the Service's Purchasing Services Unit issued a R.F.Q. (#1398675-20), which was posted on MERX, to establish a V.O.R. for support and maintenance for the Service's Adobe licenses for a one-year period with an option to renew for two additional one-year periods.

Twelve suppliers downloaded the R.F.Q. from MERX, and one response was received from Softchoice Canada Inc. The bid from Softchoice is compliant and meets the Service's requirements, and is therefore being recommended for the award.

Conclusion:

Following a competitive process, the recommended contract award to Softchoice Canada Inc. enables the continued use of Adobe products from August 30, 2020 to August 29, 2023.

Mr. Colin Stairs, Chief Information Officer and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions from the Board.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Contract Award for the Supply of Panasonic CF33 Ruggedized Mobile Workstations, Associated Accessories and Maintenance - Softchoice Canada Incorporated

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) approve a contract award to Softchoice Canada Incorporated (Softchoice) for the supply of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance for a five-year period commencing October 23, 2020, and at an estimated cost of \$3,200,000; and
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding of \$2,700,000 for the lifecycle replacement of the current Mobile Workstation (M.W.S.) devices is included in the Toronto Police Service's (Service) approved 2020-2029 Capital Budget Program (Min. No. P237/2019 refers). These costs are included in the Vehicle and Equipment Reserve as part of the M.W.S. project.

Provisional pricing for additional devices, accessories, and maintenance was also requested in the Request for Quotation (R.F.Q.). This pricing was requested in order to meet future ad hoc requirements that cannot be estimated at this time. These requirements are dependent on additional quantity, frequency and nature of support work required during the contract term. A provisional amount of \$500,000 over the five-year term of the contract has been included, increasing the total contract value to approximately \$3,200,000. Any additional purchases, however, would be subject to operational requirements and the availability of funds.

Background / Purpose:

The purpose of this report is to obtain Board approval for a contract award for the supply of Panasonic CF33 Ruggedized M.W.S. and associated accessories and maintenance necessary to keep the devices in a state of good repair.

The Panasonic CF33 will provide the Service with the mobile computing platform that front line officers need to access the systems and information that are required on a daily basis.

Discussion:

The Service's Telecommunications Services Unit (T.S.U.) and Information Technology Customer Service unit (C.S.U.) manage the installation, maintenance and lifecycle replacement of approximately 680 M.W.S devices in Service vehicles.

The current model M.W.S. devices that were installed during the period 2013 to 2015, are no longer manufactured and are now at end of product support. They must, therefore be replaced in order to maintain M.W.S. service availability for officers, which is critical to policing operations.

R.F.Q. #1355008-20 was issued on MERX on August 6, 2020 by the Purchasing Services Unit to establish an authorized reseller of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance. The R.F.Q. closed on September 3, 2020. Two responses were received, with Softchoice providing the lowest price.

The contract term as defined in the R.F.Q., includes a five-year warranty maintenance support and provides an annual review for the Service to address and adapt to technological changes or any significant changes to Service vehicles.

Conclusion:

Based on the results of a competitive procurement process, Board approval is being requested for a contract award to Softchoice Canada Incorporated for the supply of Panasonic CF33 Ruggedized Mobile Workstations, associated accessories and maintenance at an estimated cost of \$2,700,000 over a 5-year period.

Provisional pricing to meet ad hoc requirements during the term of the contract could result in a further amount of up to \$500,000 being required over the five-year contract term, increasing the total contract value to approximately \$3,200,000 (excluding taxes). Any spending beyond the \$2,700,000 quoted in response to the R.F.Q would be subject to operational need and the availability of funds.

Mr. Colin Stairs, Chief Information Officer, and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer M.O.M.
Chief of Police

*original with signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Contract Award for Integrated Telecommunications Infrastructure – Bell Canada

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) approve a contract award to Bell Canada for Integrated Telecommunications Infrastructure (I.T.I.) commencing October 23, 2020 and ending September 30, 2025, for the provision telephone and data carrier services and related hardware, software and professional services, by piggybacking on an existing City of Toronto (City) agreement, and at an annual cost of approximately \$1.3 Million; and
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Annual expenditures under this agreement are approximately \$1.3 Million (M) for data and telephony services. Funds for this purpose are provided for in the Service's approved 2020 operating budget, and will be included in future year budget requests.

Background / Purpose:

The Toronto Police Service (Service) is currently utilizing the City's Integrated Radios Infrastructure (I.T.I.) agreement with Bell Canada for data and telephony services to support its operations, including E911 support.

The I.T.I. contract was based on the City's Request for Proposal (R.F.P.) #2104-09-3006 for the I.T.I. and related services, which was awarded to Bell Canada. The I.T.I. contract is comprised of ten service bundles, as set out below:

- 1) Centrex and other telephone carrier services;
- 2) Low-medium speed Wide Area Network (W.A.N.) data communication services;
- 3) Session Initiation Protocol (S.I.P.) Trunking Services;
- 4) Low-medium speed Internet Protocol (I.P.) VPN data communication services;
- 5) Business internet and business internet dedicated services;
- 6) Professional services;
- 7) Bell Network Distributed Denial of Services (D.D.o.S.) security Protection Services;
- 8) Cloud Connect Services;
- 9) Network cabling, equipment and services; and
- 10) A Unified Communications (U.C.), Voice over Internet Protocol (V.o.I.P) solution which consists of I.P. telephony, I.P. telephones, unified messaging, call centre management services and other related equipment and services.

The R.F.P. and contract specified an initial five-year term, with a provision for extension of up to five additional separate one-year terms at the same pricing, condition and terms.

On July 7, 2015, the City approved a one-year renewal option for its operations. On August 20, 2015, the Board also approved the one-year renewal option for use by the Service for the period commencing September 15, 2015 and ending September 15, 2016 (Min. No. P229/15).

On September 30, 2015, the City approved a four-year extension of this contract, ending no later than September 30, 2020. On April 20, 2016, the Board approved a similar extension for the same period (Min. No. P84/16)

The City has amended the I.T.I. agreement with Bell effective October 1, 2020, to extend the agreement for an additional five one-year terms. The I.T.I. agreement includes a provision for agencies, boards and commissions to access the agreement under the established terms and conditions.

Discussion:

The Service's Information Technology Services (I.T.S.) unit has reviewed the delivery of services under the City's I.T.I. Agreement and is satisfied that they meet the Service's current and future operational needs. The Service does not currently utilize all the services within the I.T.I. service bundles, but does require telephone carrier services, wide area network services, I.P. V.P.N services, cabling services, equipment, Customer Premise Equipment (C.P.E.) services and S.I.P. Trunking services. The Service may leverage other services in the future if a need arises, based on the business requirements and subject to budget availability. Each of these services will require telephone carrier, hardware and software, maintenance, repair and professional services.

The Board's Purchasing Bylaw provides authority for the Service's Purchasing Manager to participate (piggyback) in a procurement made by another public body (in this case the City) for goods and services. Joining the City new I.T.I. Agreement meets the needs of the Service, requires less procurement administration effort, and enables the Service to benefit from the economies of scale and efficiencies which will be available to all participants in the City I.T.I. Agreement.

Conclusion:

Bell Canada has met all of the Service's terms, conditions and requirements since April 7, 2011. The pricing structure is deemed to be competitive with respect to all services required for the Service's required solutions. Accordingly, the Service is recommending that the Board approve the amended I.T.I. agreement with Bell, as it meets our requirements and provides the potential for future savings.

Mr. Colin Stairs, Chief Information Officer, and Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board office



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Contract Award for the Supply of Vehicle Equipment
Installation Services – Kerr Industries Limited**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

- 1) approve the contract award to Kerr Industries Limited, for the supply of vehicle equipment installation services for the period October 1, 2020 to September 30, 2025, at an estimated cost of \$2,039,000 (excluding taxes) over the five-year contract term;
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The cost of this contract is allocated across several projects, as shown in Table 1, that have funding under the Service's approved 2020 - 2029 Capital Budget Program (Min. No. P237/2019 refers). Funding of \$20,000 is included in the Service's 2020 operating budget request for any additional unplanned work such as repurposing functionality of the cars and cars that are written off. Future year funding will be included in the respective future annual operating budget requests.

Table 1 - Projects that include Installation Costs:

Project	Number of units/5-year contract	Total Cost	Funding source
Automated Vehicle Locator	900	\$227,700	Capital Budget - Vehicle and Equipment Reserve
Vehicle & Equipment Lifecycle - Vehicle Preparation	450	\$566,000	Capital Budget - Vehicle and Equipment Reserve
Emergent cars	100	\$91,000	Operating Budget
Radio Lifecycle	1,000	\$309,000	Capital Budget
Mobile Workstation	535	\$845,200	Capital Budget - Vehicle and Equipment Reserve
Total		\$2,039,000	

The term of the contract is based on the Request for Quotation (R.F.Q. #1391553-20) issued on July 31, 2020. Included in the five-year term contract is the installation of electronic devices such as Sierra Wireless devices, associated accessories, Automated Vehicle locator (A.V.L.) devices, Mobile Workstations (M.W.S) and In Car Camera (I.C.C.) equipment and voice radios in vehicles used by the Service. The installation services cover all models of cars currently available in the Service's fleet.

Background / Purpose:

The purpose of this report is to request Board approval of a Vendor of Record (V.O.R.) for the supply of services to install, remove and relocate electronic devices installed in the Service vehicles, which are due for lifecycle replacement.

Discussion:

The Service manages a fleet of more than 1,600 vehicles to maintain its operational service levels. The vehicles include a wide variety of makes and models. These vehicles are fitted with electronic systems such as I.C.C., M.W.S., A.V.L., mobile radio systems and antennae required for policing operations. The configuration of electronic equipment is not the same for all vehicles and depends on what role a particular vehicle performs. The equipment fit varies from a full install, which includes all electronic systems, to partial and custom installs with only select equipment.

The lifecycle upgrade of vehicles and electronic systems is an ongoing process and is undertaken when the assets reach the end of life. The electronic equipment currently installed in the vehicles has reached end of life and the process of replacing the equipment has commenced. In addition, the Service procures new vehicles each year to phase out the older vehicles.

The R.F.Q. (#1391553-20) was issued on July 31, 2020 to establish an Authorized Vendor to:

- (a) Install the electronic equipment in new vehicles; and
- (b) Remove old electronic equipment from vehicles (not being phased out) and replace the same with new electronic equipment.

The R.F.Q. closed on September 3, 2020 and three (3) submissions were received by the Service's Purchasing Services Unit. Kerr Industries Limited met all of the specifications and requirements in the R.F.Q. and submitted the lowest bid.

Conclusion:

The vehicle equipment installation services will ensure that all Service vehicles are equipped with the latest and most secure electronic devices, and that the various devices are reliable, which is essential to policing operations.

The Service therefore requests Board approval of Kerr Industries Limited, as the vendor for the provision of installation services for vehicle equipment at an estimated contract amount of \$2,039,000 (excluding taxes), which includes provisional pricing.

The contract award is for a five-year term, commencing October 1, 2020 to September 30, 2025.

Mr. Colin Stairs, Chief Information Officer and Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board office



Toronto Police Services Board Report

October 9, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Contract Award to Supply Havis Mounting Equipment for Vehicle Electronics Systems - Mega Technical Holdings Ltd.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) approve the contract award to Mega Technical Holdings Ltd. for the supply of Havis mounting equipment for a one-year period from October 23, 2020 to October 22, 2021, with an option to extend for an additional four one-year periods, at an estimated cost of \$3,003,720 (excluding taxes) over the five-year period;
- 2) authorize the Chief of Police to exercise the four, one-year extension options, subject to budget availability, satisfactory vendor performance and other considerations.
- 3) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The Vehicle and Equipment reserve in the 2020 - 2029 Capital Budget Program includes funding for the lifecycle replacement of the current mounting equipment for Mobile Workstation (M.W.S.) devices of \$1,158,470 and Vehicle and Equipment Lifecycle - Vehicle Preparation of \$1,845,250, for a total of \$3,003,720 (excluding taxes), Min. No. P237/2019 refers.

The equipment costs are based on historical averages for vehicle replacements. Any change in the number of vehicles being outfitted will alter this cost.

This funding covers Havis mounting equipment, including all parts and components, to enable the installation of the new model M.W.S. for the current primary response vehicles, for the period 2021 – 2025.

Background / Purpose:

The purpose of this report is to obtain Board approval for a vendor to supply mounting equipment, including required parts and components for the outfitting of Toronto Police Service (Service) vehicles.

Discussion:

The Service's Telecommunications Services Unit (T.S.U.) manages the installation, maintenance and lifecycle replacement of electronic devices such as Automated Vehicle locator (A.V.L.), M.W.S., Radio and In Car Camera (I.C.C.) in all Service vehicles. 631 vehicles are currently outfitted with an M.W.S. and T.S.U. plans to have all vehicles refitted with the Havis mounting solution by the end of 2021 as part of the ongoing lifecycle replacement of the M.W.S.

In addition, approximately 90 Havis mounting systems per year will be required for the years 2021-2025 during the annual vehicle and equipment lifecycle replacement of the Service's vehicles.

A series of field trials were conducted. Four different mounting solutions were tested by field officers. The results of the field trials by the officers were inputted through an interactive polling system. Based on the results of the poll, the preferred solution is the Havis mounts. The Havis mounting solution was identified as the best hardware and configuration to meet the operational needs of the officers.

An independent third party conducted an ergonomics study of the various mounting solutions under consideration, which also recommended the Havis mounting solution.

Three vehicle models and model years of the Service's primary response vehicles were sent for air bag deployment testing to ensure the safe operation of airbags in a collision with the Havis mounting deployment. These tests confirmed that the airbag remained operational with the proposed Havis mounting solutions.

A Request for Quotation (R.F.Q.) #1387630-20 was issued on MERX by the Purchasing Services Unit on July 29, 2020 to establish a vendor of record for Havis mounting equipment. The R.F.Q. closed on August 26, 2020 and five submissions were received. Mega Technical Holdings Ltd met all of the Service's requirements and submitted the lowest price.

As the mounting hardware needs to adapt to the variation in model years of the vehicles selected by the Service, the Havis part numbers and costs for each year will change. As the proposed contract is for a one-year term with the ability to extend for four one-year

extensions, the materials required may be modified year to year. The R.F.Q. provides for an annual review by T.S.U. to address vendor performance issues and to adapt to technological changes or any significant changes to vehicles.

The lifecycle and replacement of the electronic devices will continue to enable a high level of operational availability of Service vehicles for policing operations. Havis mounting equipment is vital for the installation and retrofit of the electronic devices in Service vehicles.

Conclusion:

Based on the results of the R.F.Q. the Service is requesting Board approval of a contract award to Mega Technical Holdings Ltd. at an estimated contract amount of \$3.0M (exclusive of taxes).

The contract award is for a one year term, with an option to renew for four additional one-year periods at the discretion of the Chief.

Mr. Colin Stairs, Chief Information Officer and Mr. Tony Veneziano, Chief Administrative Officer will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file at Board office



Toronto Police Services Board Report

October 2, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: City of Toronto Traffic Agent Special Constable
Appointments - October 2020**

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the City of Toronto (City), subject to the approval of the Ministry of the Solicitor General (Ministry).

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Under Section 53 of the *Police Services Act (P.S.A.)*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with the University of Toronto, Toronto Community Housing Corporation, Toronto Transit Commission and the City governing the administration of special constables (Min. Nos. P571/94, P41/98, P289/13 and P158/19 refer).

The Service received a request from the City to appoint the following individuals as special constables:

Table 1: Name of Agency and Special Constable Applicant

Agency	Name	Status Request	Expiry
City	Tenisha Downes	New Appointment	5 Years
City	Joshua Eveleigh	New Appointment	5 Years
City	Keinon Forrester-Marshall	New Appointment	5 Years
City	Shane Palmer	New Appointment	5 Years
City	Chris Sabourin	New Appointment	5 Years
City	Matthieu Viera	New Appointment	5 Years

Discussion:

City Traffic Agent special constables will be appointed to enforce select sections of the *Highway Traffic Act (H.T.A.)* to relieve traffic congestion at identified intersections within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment and re-appointment as special constables. The Service’s Talent Acquisition Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The City advised the Service that the above individuals are currently in training which is set to be completed on October 18, 2020. At the Board’s October 22, 2020 meeting, the Chief of Police will confirm the names of the individuals who successfully completed their required training; this will then satisfy all of the appointment criteria as set out in their agreement with the Board. The City’s approved strength and current complement are indicated below:

Table 2 Name of Agency, Approved Complement and Current Complement of Special Constables

Agency	Approved Complement	Current Complement
City	16	0

Conclusion:

The Service continues to work together in partnership with the City to identify individuals to be appointed as special constables who will contribute positively to the safety and well-being of drivers, cyclists, pedestrians and transit riders on roadways within the City of Toronto.

Acting Deputy Chief of Police Myron Demkiw, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board Office



Toronto Police Services Board Report

September 21, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Special Constable Appointment and Re-Appointment –
October 2020**

Recommendation:

It is recommended that the Board approve the appointment and re-appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.) and the University of Toronto (U. of T.), subject to the approval of the Ministry of the Solicitor General (Ministry).

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

Under Section 53 of the *Police Services Act*, the Toronto Police Services Board (Board) is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with the U. of T., T.C.H.C. and the Toronto Transit Commission (T.T.C.) governing the administration of special constables (Min. Nos. P571/94, P41/98 and P289/13 refer).

It is the position of the Special Constable Liaison Office that the appointment and re-appointment of the individuals listed in this report are of operational urgency as the T.C.H.C. and the U. of T. have recently lost several members of their special constable complement to employment with the Toronto Police Service (Service) and other GTA police services.

As external special constables respond to a significant amount of calls for service that would ordinarily require a police response, ensuring that T.C.H.C and U. of T.'s complement of special constables can be maintained is paramount in ensuring public safety and frontline operational continuity for the Service.

The Service received a request from the U. of T. to appoint the following individual as a special constable:
 Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Request	Expiry
T.C.H.C.	Darrin Sutcliffe	New Appointment	N/A
U. of T. Scarborough Campus	James Cowan	Re-Appointment	November 19, 2020
U. of T. St. George Campus	Emerson Evelyn	New Appointment	N/A

Discussion:

Special constables are appointed to enforce the *Criminal Code* and certain sections of the *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on their respective properties within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment and re-appointment as special constables. The Service’s Talent Acquisition Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The agencies have advised the Service that the above individuals satisfy all of the appointment and re-appointment criteria as set out in their agreements with the Board. The T.C.H.C. and U. of T.’s approved strengths and current complements are indicated below:

Table 2 Name of Agency, Approved Complement and Current Complement of Special Constables

Agency	Approved Complement	Current Complement
T.C.H.C.	300	163
U. of T. Scarborough Campus	25	15

Conclusion:

The Service continues to work together in partnership with T.C.H.C. and U. of T. to identify individuals to be appointed and re-appointed as special constables who will contribute positively to the safety and well-being of persons engaged in activities on their respective properties within the City of Toronto.

Acting Deputy Chief of Police Myron Demkiw, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

Respectfully submitted,

James Ramer, M.O.M.

Chief of Police

*copy with original signature on file at Board Office



Toronto Police Services Board Report

September 24, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

Subject: Request for Special Funds: Ontario Association of Police Services Boards (OAPSB) – 2020 Virtual Labour Seminar

Recommendation(s):

It is recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$2,000.00 to sponsor the OAPSB's 2020 Virtual Labour Seminar.

Financial Implications:

If the Board approves the recommendation contained within this report, the Special Fund will be reduced by \$2,000.00. The approximate balance of the Special Fund as at September 24, 2020 was \$568,207.

Background / Purpose:

The OAPSB is the leading voice of police governance in Ontario. The OAPSB serves its members and stakeholders, as well as the general public, by:

- helping local police service boards fulfil their legislated responsibilities, by providing training and networking opportunities, and facilitating the transfer of knowledge; and
- advocating for improvements in public safety laws and regulations, practices and funding mechanisms.

The OAPSB hosts two main events each year; its Annual Spring Conference & AGM, which took place on May 27-30, 2020 and its Labour Seminar, which will take place on November 12-13, 2020.

Given the challenges surrounding the COVID-19 Pandemic, and in the best interest of the health and safety of its Members, the OAPSB Board has opted to host its labour seminar virtually.

The annual Labour Seminar is an opportunity for professional development for Board members and Board Office staff, including the opportunity to discuss common issues facing police services boards in the context of Ontario labour relations developments and trends. The seminar will feature speakers addressing topical subjects relating to immediate and emerging labour issues, which is especially important right now considering the challenges that all police services boards are facing in the midst of the COVID-19 Pandemic.

The Board has historically supported the Annual Conference & AGM but, as an exception to the Special Fund, I am recommending that, this year, the Board also support the virtual Labour Seminar to assist with offsetting the OAPSB's expenses related to delivering this virtual event.

Conclusion:

It is, therefore, recommended that, as an exception to its Special Fund Policy, the Board approve an expenditure in the amount of \$2,000.00 to sponsor the OAPSB 2020 Virtual Labour Seminar.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "R. Teschner".

Ryan Teschner
Executive Director & Chief of Staff



ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

180 Simcoe Street, London Ontario, N6G 1H9

TEL. 1-519-659-0434

Seeking Your Support! – PSB Members

The Ontario Association of Police Service Boards' 2020 Labour Seminar is being held from November 12-13, 2020 using a virtual seminar format. Each year our seminar features engaging speakers addressing topical subjects relating to labour. The program is shaping up to be really good this year – but we need your help!

Each year we rely on participation and sponsorship to help make the seminar successful. We ask that your board (and zone) consider sponsoring the seminar.

Gold - \$2,000 plus

- Feature as Gold Sponsor on one session
- Recognition in the conference program
- Recognition on the OAPSB website

Silver - \$1,000 to \$2,000

- Featured as Silver Sponsor on all event materials
- Recognition in the conference program
- Recognition on the OAPSB website

Bronze – Up to \$999

- Recognition in the conference program
- Recognition on the OAPSB website

Added benefits: Funding received for OAPSB events is used to:

- Minimize costs to members to attend the seminar
- Offset the expenses related to delivering the virtual event and training
- Purchase of virtual technology
- Support the marketing and outreach required to inform and communicate with members
- Provide your organization recognition on our website, eblasts and at the virtual event.
- Deliver upgrades to our education & training to membership

Please contact Holly Doty at oapsb@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities listed below.

Respectfully,

A handwritten signature in black ink, appearing to read 'Patrick Weaver'.

Patrick Weaver
Chair

A handwritten signature in black ink, appearing to read 'Fred Kaustinen'.

Fred Kaustinen
Executive Director



Toronto Police Services Board Report

October 1, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Toronto Police Service Board's Race-Based Data Collection, Analysis and Public Reporting Policy – Community Engagement Report

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the Community Engagement Report for information.

Financial Implications:

There are no financial implications arising from this report.

Background / Purpose:

The Toronto Police Service (Service) developed procedures and prepared systems to enable race data collection as of January 1, 2020. It started with the collection of Service members' perception of the race of an individual in Use of Force incidents and Level 3 (strip) searches.

An integral part of the Service's Race-Based Data Collection (R.B.D.C.) Strategy is community engagement. Over the period October 2019 to February 2020, the Service engaged in its largest community engagement endeavor ever to raise awareness about the R.B.D.C. Strategy and gather public feedback to inform Service decisions throughout the implementation process.

A multi-pronged approach guided the Service's community engagement to ensure feedback from a geographical and demographical diversity of voices. A series of 69 engagement opportunities led by 30 community organizations brought together over

880 members of diverse communities to voice their opinions about the Service's R.B.D.C. Strategy.

The consultation strategy itself represents the concerted effort of various units across Service (Communities & Neighbourhoods Command; Equity, Inclusion & Human Rights; Corporate Communications) and a range of community organizations serving diverse groups across the city.

Discussion:

This report, "In the Communities' Words: The Toronto Police Service's Race-Based Data Collection Strategy", outlines the key findings and themes emerging from the series of engagements with diverse communities across the city. The report also covers the steps the Service is taking to incorporate the communities' feedback in our strategy.

Overall there was cautious optimism as members of various community groups recognized the R.B.D.C. Strategy as an opportunity to identify and address racial disparities and develop cultural awareness amongst police officers to enable better interaction with diverse groups.

Collectively, participating community members provided clear opinions on how best to proceed with the Strategy both in terms of relationship building and data management.

As we move forward with implementing the suggestions we heard during our 2019/2020 community engagements, it is important to note that this is only the first phase of our strategy. The Service is committed to continuing to engage with communities every step of the way.

Conclusion:

The Service recognizes the importance of genuine engagement with Indigenous communities, given the historical tensions in their relationships with police. The perspectives of Indigenous communities are particularly necessary and require a special focus and stand-alone strategy to meaningfully engage these perspectives. Four focus groups will be led by an Indigenous organization to raise awareness and engage members of Indigenous groups. The Service is also building relationships with various Indigenous groups to develop a dedicated Indigenous engagement strategy.

The Anti-Racism Data Standards require public engagement to inform how the Service implements the collection of self-reported identity in a culturally safe and privacy-protected manner. It is expected this feedback will guide the Service on how it should collect, use, and report self-identified race-based data in a way that would increase public comfort with the Service collecting this information. The Service will also be consulting with key stakeholders on the development of the self-identity pilot, including: justice sector partners, Indigenous communities, the Ontario Human Rights

Commission (O.H.R.C.), Anti-Racism Directorate, The Wellesley Institute, the Information and Privacy Commissioner (I.P.C.), and other key relevant stakeholders.

The Service is currently exploring creative options to conduct this second phase of engagements while respecting physical distancing and other Covid-19 public health guidelines.

All of this work continues to unfold within a more robust discussion at the Toronto Police Service. The Service knows it is not enough to apply the regulations under legislation, nor is it enough to simply reflect on incidents of anti-Black racism and anti-Black violence.

Deputy Chief Peter Yuen, Priority Response Command, who led the Community Engagement Sessions, and Deputy Chief Shawna Coxon, Communities and Neighbourhoods Command, as the Executive Sponsor of the Race-based Data Collection Strategy, will both be available to answer any questions the Board members may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

In the Communities' Words: The Toronto Police Service's Race-Based Data Collection Strategy

We would like to acknowledge the work of the community agencies who led the community focus groups on behalf of Toronto Police Service. This report would not have been possible without their trust and guidance.

September 2020

Forward

Thank you for participating in our engagements about the Toronto Police Service's Race-based Data Collection Strategy.

We recognize it can be difficult to come out and talk to us about race and racism.

But you gave us a chance. From the focus groups to the Town Hall Meetings to the community sessions, you made yourself available, trusting that we would listen and make meaningful changes.

We did hear you. We heard that in order to get this right we must do much more to gain your trust and acknowledge our mistakes.

Many of you are concerned that race-based data collection will further stigmatize communities and deepen the divide that already exists. We cannot let that happen. We will use this data, with your input, to identify how and why some people do not receive, or even have access to, the same level of policing services as others.

We also heard your concerns over the collection, storage, and access to the data. From privacy to community access, we listened and we hope you will see how your voices impact on our decision-making going forward.

We also heard your strong desire to keep being a part of the conversation. This report is one step in that journey. It is a reflection of our commitment to you to continue in a two-way exchange of ideas.

We hope you will see your voices reflected in this report and join us again as we move forward together.

- Toronto Police Service

Introduction

In order to appreciate the importance of the Race-based Data Collection (RBDC) Strategy to the Toronto Police Service, it is important to know where we are in our journey to become a modern and efficient police service.

The Transformational Task Force started its work in February 2016 and was mandated to look beyond the way policing was being done in order to propose a modernized policing model that is innovative, sustainable, and affordable. The final report – delivered in January 2017 – contained 32 recommendations including the disbanding of the Toronto Anti-Violence Intervention Strategy (TAVIS) and a comprehensive culture change within the Service. The new model for the Toronto Police Service places communities at its core, is intelligence-led, optimizes resources/technology; and embraces partnerships as a means of enhancing capability and capacity.

At the same time, in 2017, Ontario's *Anti Racism Act* was passed to establish a legal framework for eliminating systemic racism and advancing racial equity. Further, in April 2018, the provincial government mandated the collection of race-based data by organizations in the public sector, specifically child welfare, education and justice sectors, and established the Anti-Racism Data Standards to provide guidance on the collection and analysis of the data.

In response, the Toronto Police Services Board worked with stakeholders to develop and inform a new policy to identify, monitor and eliminate potential systemic racism through the collection of race-based data, starting with use of force.

This is not new. Various reports dating back to 1975 have touched on race-based data collection and thousands of police services across the world already engage in this practice. These reports and the best practices of those police organizations are also guiding our efforts to develop a strategy that works for us and the people of Toronto.

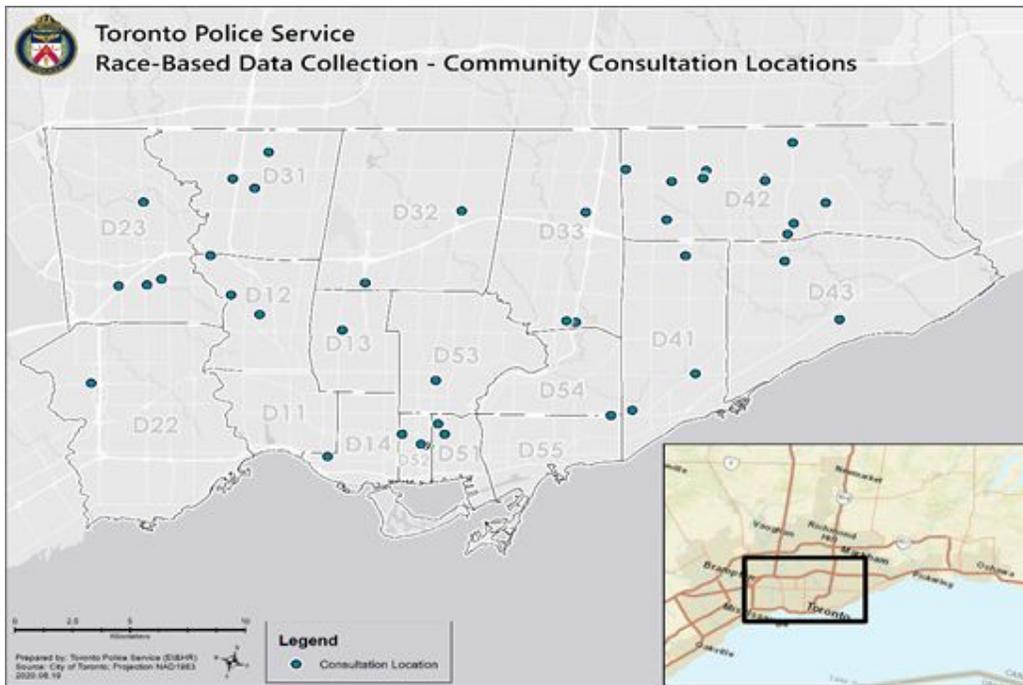
For instance, the recent report from the Office of the Independent Police Review Director (OIPRD) on Level 3 Searches – otherwise known as Strip Searches – led us to go one step further than the provincial regulation and add those interactions to the collection of race-based data.

Community engagement represents an integral part of this strategy. Over the period October 2019 to February 2020, we engaged in our largest community engagement endeavor ever to raise awareness about the RBDC Strategy and gather public feedback to inform TPS' decisions throughout the implementation process.

A multi-pronged approach guided the Service's community engagement to ensure feedback from a geographical and demographical diversity of voices. It represents the concerted effort of various units across TPS (Communities & Neighbourhoods Command; Equity, Inclusion &

Human Rights; Corporate Communications) and a range of community organizations serving diverse groups across the city.

A series of 69 engagement opportunities led by 30 community organizations brought together over 880 members of diverse communities to voice their opinions about the Service’s RBDC Strategy. The map below shows the locations of community consultations across the city. More information on the types of engagements as well as a list of participating organizations and the demographic information of attendees can also be found in Appendix A.



The next section of this report outlines the key findings and themes emerging from the series of engagements with diverse communities across the city. For those interested in the methodology used to analyze the results of our surveys and the limitations of our community engagement approach, please review Appendix B.

While this report covers what we heard from communities and the steps we are taking to incorporate those voices in our strategy, it is just as important to recognize the shortcomings of this engagement effort.

First, we are mindful of the point in time in which these engagements took place. Our community discussions took place before the murder of George Floyd in May 2020 and the ensuing protests that galvanized North America. This has created a new sense of urgency; not only in how we move forward with future engagements but in how this report was written. Tragic incidents will continue to influence us going forward as we respond with fluidity and adjust our approach, cognizant of the trauma felt by our diverse communities.

Second, we acknowledge the compressed timelines we were working under and the limitation these placed on our ability to provide adequate notice, especially to the broader public. The Service attempted to compensate by making these sessions available online but we also appreciate that solution is not suitable for everyone. Though committed to ensuring all can participate, the truncated timelines also made it difficult to ensure that all facilities were accessible and all materials were presented in a way that aligned with our obligations under the *Access for Ontarians with Disabilities Act*. For that, we apologize.

Lastly, our engagement efforts did not, at the time, include a robust strategy to engage Indigenous peoples in Toronto. The perspectives of Indigenous community members are particularly important given the unique history of colonization and forced assimilation. Therefore, an emphasis was placed on dedicated focus groups and a distinct strategy to meaningfully engage with Indigenous people in Toronto about the Race-based Data Collection strategy. A separate report will present findings from a series of focus groups with Indigenous community members currently being planned.

In the last sections, we will share how these lessons have informed our processes so far and what we are doing with our future plans for the Service's Race-based Data Collection Strategy. Appreciating the impact of Covid-19 pandemic on both the Toronto Police Service and the communities we serve, the day-to-day work of policing and our commitment to building trust and working towards more equitable policing services will not stop.

As past and present events remind us, this work is more important than ever.

Findings

All across the city, trends and themes emerged from our engagement sessions. With cautious optimism, members of various community groups recognized the RBDC Strategy as an opportunity to identify and address racial disparities and develop cultural awareness amongst police officers to enable better interaction with diverse groups.

Collectively, community members provided clear opinions on how best to proceed with the Strategy both in terms of relationship building and data management.

Relationship Building

Reconciliation and Trust

Members of the communities asserted the need for the Service to acknowledge its mistakes and harm caused before embarking on new data collection. People consider it an act of humility that validates their experiences and an important step to reconciliation with various communities.

Community members hope that the RBDC Strategy will help improve the relationships between residents and police, especially in communities that experience tensions and tragic events involving police. They also hope that the strategy will provide evidence resulting in more resources for disadvantaged communities.

Community Engagement

Community members consistently voiced their expectation to stay engaged throughout the entire process of the RBDC Strategy implementation. Participants expect the Service to create a process that allows them to stay informed and provide feedback at key stages of the Strategy.

Public Awareness

Most community members were unfamiliar with the Service's RBDC Strategy and the broader provincial mandate for collecting race and identity-based data. The Strategy was perceived by some as another version of "carding" or "carding 2.0". Given the lack of familiarity with the Service's Strategy, participants stressed the need for public awareness campaigns with clear and accessible messages about the RBDC Strategy, its connection with the broader provincial framework, and its role in advancing racial equity in policing.

While emphasizing the importance of broad campaigns to reach out to the public, participants also identified specific groups that would particularly benefit from these campaigns: new immigrants, youth, persons with mental health issues, and people with more frequent contact with police such as those experiencing homelessness and those working in the sex trade. Community members also advocated for accessibility and the inclusion of people with disabilities in the public awareness campaigns.

Data Management

Data Purpose

The need for collecting new data was the number one question among participating community members. Participants felt that racism in policing was sufficiently documented in several high-profile reports for TPS to take concrete steps now. Therefore, they did not see the value in collecting more information without making efforts to address systemic racism.

Despite skepticism and concerns about TPS collecting race and identity-based information, many community members hope for a positive impact of the RBDC Strategy.

Participants recognized this initiative as an opportunity to hold the Service accountable for its actions in the community. They also underscored the opportunity for police officers to develop cultural awareness and acquire skills to enable their better interaction with diverse groups, which will ultimately lead to improved police services. They also hope that the strategy will provide evidence to bring more resources into disadvantaged communities.

Good Faith Use

Community members are concerned about the Service not using the data in good faith. People worried that the data will be used to reinforce stereotypes and further stigmatize certain communities. Participants also questioned whether the RBDC Strategy would result in the Service genuinely acting upon the data findings. They also questioned whether a single strategy would be enough to address systemic racism, which is deeply ingrained in Canadian society.

Data Collection

Participating community members debated the merits of perception versus self-reported race and identity-based data collection. Most participants considered perceived race 'guesswork' and inaccurate as officers' perceptions might differ from an individual's self-identification.

Some community members recognized the importance of collecting perception data as perception could influence an officer's reaction and decision-making in an interaction and lead to disparities in outcomes. Participants also recognized perception data as an alternative to self-reported data, as many people are reluctant to share their information.

In contrast to perception data, participants considered self-reported data as accurate information and a more respectful approach to data collection. They also regarded self-identification as a form of ownership, as people have the opportunity to self-identify instead of being labelled by others in pre-determined boxes.

Though self-identification was considered more respectful, many participants gave nuanced feedback on the factors that would be barriers or enablers to sharing that information.

In general, people were reluctant to share their information. Survey results show that about four in ten (44.9%) of the participants in the focus groups said that they would prefer not to be

asked about their identity by police officers. Specifically, respondents were less likely to agree or strongly agree that they would feel comfortable with police officers asking them about their sexual orientation, ethnicity, race, and Indigenous identity. However, they would be more comfortable to provide information about their gender identity and age.

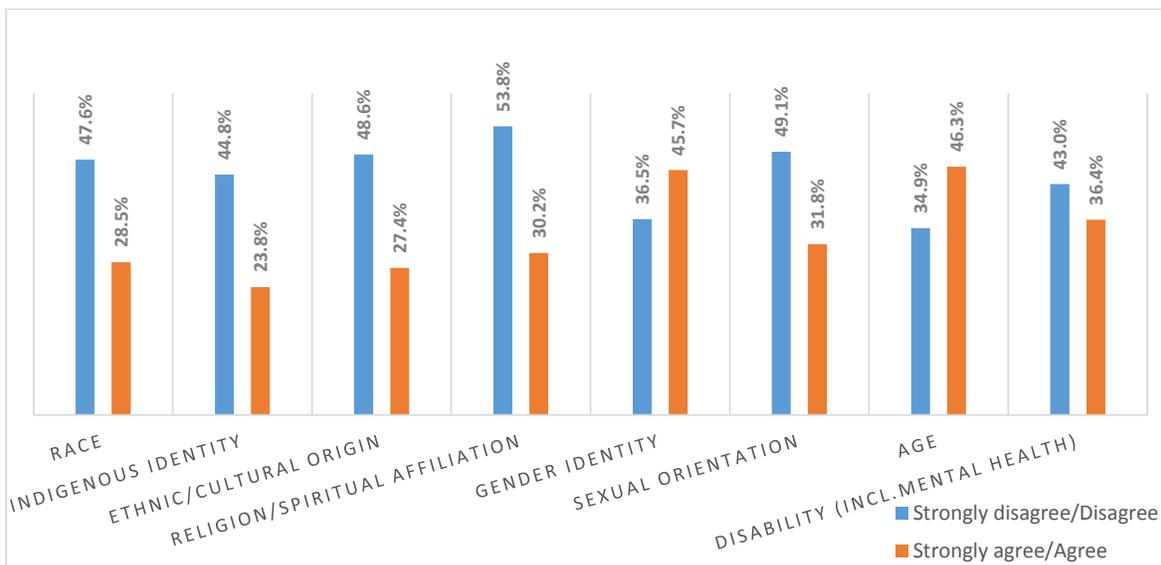


Figure #: Responses to survey question “In general, I would be comfortable with police officers asking me about my race-based identity” (N=453-496); Neutral responses not shown

Regardless of the type of interaction, participants made it clear that explaining the ‘why’ behind the officer’s request for their information should be a prerequisite. Participants also emphasized they need to know how that information is relevant to their specific interactions with police. Almost three quarters of survey respondents (74.1%) agreed or strongly agreed that they would feel more comfortable with police officers asking them about their race-based information if they are told why the information is requested.

Participants also indicated they would feel more open about sharing their information if the officers reveal their names and badge numbers first. People would also feel most comfortable to provide their information to a Neighbourhood Community Officer, compared to other police officers, which highlights the value of this program and its ability to build trust with the public.

The timing of the request for self-reported information is a critical factor in voluntary disclosure, given the personal nature of asking for race and identity-based information. Over 7 in 10 survey participants (75.2%) reported that they would prefer to be asked about their information either at the end or after the interaction. After the interaction was the most preferred timing to ask for race-based data (40.3%).

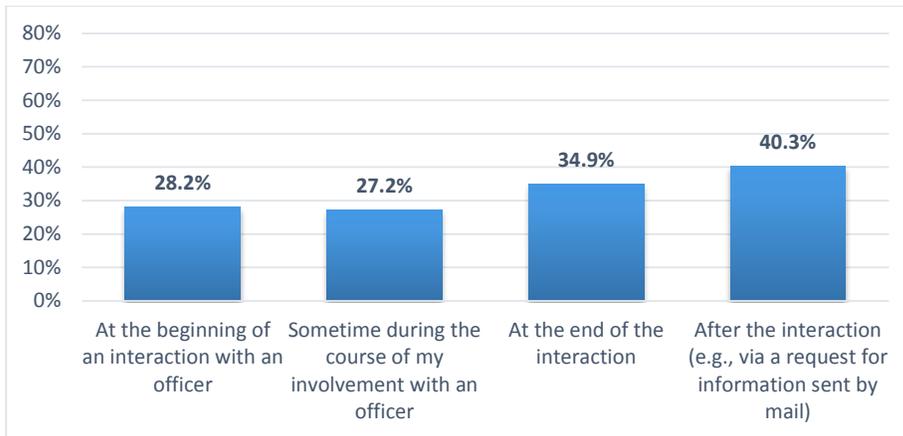


Figure #: Survey question: *I would be more likely to provide my race-based information if asked (check all that applies)* (N=390)

Community members also made recommendations on how to increase individual comfort during the collection of self-reported data. Some participants recommended that an officer who was not involved in the interaction would collect the information. This way, people would be less concerned about how their information would affect the outcome of their interaction with police.

Another recommendation most endorsed by focus group participants was to conduct a follow-up call or survey with individuals upon conclusion of the interaction. While some participants would be comfortable with police sending the survey, most community members preferred third party rather than police collect this information.

Participants inquired whether the Service would collect race and identity-based information of the officers. They considered it both a matter of fairness and relevant information to better understand an interaction and its outcome. During internal engagement sessions, officers had also proposed collecting their self-reported race information, regarded as a relevant factor to include in intersectional analyses, which help to understand the combined influence of a range of factors on the outcome of an interaction.

Data Protection, Analysis, Reporting

Community members asked about the protection of race and identity-based data, and the mitigation strategies the Service would implement in order to protect the data. Participants unanimously supported open access to data and long-term retention to enable trend analysis and inform the Service’s decision-making for systemic change.

Participants also stressed the need for an independent party to analyze the race and identity-based data, to ensure transparency. They suggested the creation of a committee comprised of diverse members with analytical skills to audit the process of data analysis.

Focus group discussions raised the importance of applying an intersectional lens in analyzing race and identity-based data to understand how various aspects of a person's identity such as race, gender, class, sexuality, and ability might combine and interact with contextual factors to create unique modes of discrimination. Participants spoke about the importance of considering individual characteristics, such as the subject's mental health, in combination with broader contextual factors. They also said that it is critical to understand the neighbourhood-specific conditions as well as other broader factors such as poverty rates when interpreting data findings.

Our Commitment

Sharing back what we heard in our engagements with members of communities represents only the first step from which to move forward. We are committed to acting upon what we heard, being transparent and accountable in our actions, and continuing to engage with communities throughout our journey together to continuously improve policing.

We will work to acknowledge mistakes and harms caused in the past and remain committed to work hard to restore our relationship with you. The Service also recognizes the importance of getting communities engaged throughout the RBDC Strategy.

Relationship Building

Community Engagements and public awareness campaign

Genuine engagement with Indigenous Peoples and other missing voices is critical to the success of the RBDC Strategy. Indigenous perspectives are particularly important given the unique experiences and challenges Indigenous communities face. Public awareness campaign is also important for clear and transparent communication with the public on the RBDC Strategy.

- The Service is committed to developing a dedicated Indigenous engagement strategy in collaboration with Indigenous groups to inform the implementation of the RBDC Strategy.
- The Service is committed to developing mechanisms that facilitate engagement with young people, those living with disabilities, including mental health, and other members of vulnerable groups.
- The Service is working to develop a public awareness campaign to reach out to diverse communities and clearly communicate the scope, relevance, and key undertakings under the RBDC Strategy.

Building Trust through Training

It is critical for Service members to understand the purpose and foundational concepts of race and identity-based data collection to promote bias-free policing and enhance community trust.

- The Service is developing a training curriculum that builds on community feedback and it will roll out the training across the entire Service to enable transformation from within.

Community Advisory Panel

A Community Advisory Panel (CAP) comprised of community members with lived experience, academics, and subject matter experts will work closely with the Service to advise data analysis, interpretation of results and reporting.

- The Service is working with thought leaders with expertise in this area to develop a transparent process to forming the CAP.

Data Management

Data Analysis

Identifying, monitoring and eliminating systemic racism and racial bias relies on robust data analysis that considers the complexity of interactions and the contexts in which they occur. This analysis must be focused on systemic changes and be grounded in the literature and best practices in evaluating systems change efforts.

- The Service is developing an analytic framework to guide the analysis of race and identity-based data and will engage internal and external stakeholders to reflect operational and community realities.
- The Service is procuring an independent third party to conduct and publish an independent data analysis.

Data Collected through Self-Identification

Collecting self-identification data is a complex and sensitive process that requires thoughtful planning to ensure respect for individuals, cultural dignity, safety and protection of personal privacy.

- The Service will evaluate the pilot and continue to engage communities to build trust in the process and inform post-pilot decision-making.

Data Protection

It is critical to address the genuine concerns of community members about data protection, access, and retention, and how the data will be used.

- The Service is consulting with the Information and Privacy Commissioner and other key stakeholders with expertise in this area to develop robust protocols for data protection.
- An open data framework will be developed to provide public access to de-identified data and analytics for research, policy making, and advocacy.

Next Steps

As we move forward with implementing the suggestions we heard during our 2019/2020 community engagements, it's important to note that this is only the first phase of our strategy. Within the landscape of a global pandemic, we are looking for more appropriate ways in which we can reengage with members of our diverse communities.

As we committed to during phase one, our next opportunity must be a more thorough conversation with the community on data collection through self-identification. Coinciding with the future launch of the self-identification pilot project, we need to hear from you about when, where, and how that data collection could take place.

We are also mindful of the next phase of the *Anti Racism Act* which requires police services to collect race-based data for all other types of interactions where a police report is completed. Understanding what that means for police officers and for the public is key to our future relationships and engagements.

All of this work continues to unfold within a more robust discussion at the Toronto Police Service. Anti-Black racism actions are initiated at every level of the organization. The Service knows it's not enough to apply the regulations under legislation, nor is it enough to simply reflect on incidents of anti-Black racism and anti-Black violence.

We are motivated to make cultural and systemic change and we are motivated to be better for our communities. We hope you will continue to join us on this journey.

Appendix A: Community consultations, participants and organizations

A series of 69 engagement opportunities brought together over 880 community members to voice their opinions about the Service's Strategy. While varying in format, these engagements started with a presentation about the RBDC Strategy and the broader provincial framework for race and identity-based data collection to ground the conversations in consistent messaging.

The TPS' community engagement enabled the following series of engagement opportunities:

Community engagement sessions

The Communities & Neighbourhoods Command led eight sessions that involved members of the Community Police Liaison Committees and Community Consultative Committees – Asia Pacific, Black, Chinese, Indigenous, Muslim, French, Disability, Seniors, and Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirited (LGBTQ2S) Committees. About 120 people (15 on average per session) participated in these sessions. Deputy Chief Peter Yuen delivered the presentation on the RBDC Strategy and opened the floor for questions, opinions and concerns.

Town halls

Four public town halls took place in neighbourhoods representing different areas of the city - Alexandra Park, Black Creek, Regent Park, and Malvern. The town halls had a similar format to the sessions described above. About 60 people (15 on average per town hall) participated in the town halls. They were also livestreamed on Facebook in an attempt to reach a broader audience.

Focus Groups

Fifty-one focus groups led by 30 community organizations created a safe space for conversations. About 665 people participated in the focus groups (15 on average per focus group), mainly from Black, East/Southeast Asian and South Asian communities, immigrants, and people with lower economic status.

Participating organizations received financial support to recruit, plan and facilitate focus groups on behalf of the Service over the period of November 2019 to February 2020. They were selected because of their diverse geographical locations across the city and their trusted relationships with members of the community. Without police presence at the sessions, community members could freely express their views and engage in deeper conversations about the RBDC Strategy.

Participants also completed a survey right after the Service's 30 minute presentation to understand the demographics of focus groups and capture general attitudes and feelings. The survey was voluntary and anonymous.

Annual Engagements on Public Safety

A third party organization hosted six focus groups as part of the Service’s annual community engagement to better understand how safe the public feels in Toronto and how policing services impact residents’ feelings of safety. The 2019 focus groups were leveraged to include a conversation about the RBDC Strategy and how people feel about sharing their race and identity-based information. Forty-one people of different races and ages and living in various neighborhoods participated in these focus groups.

Type of community engagement	Number of events	Event Statistics (i.e. attendance)	
Sessions	8	120 participants	
Town halls	4	60 in-person participants	33, 653 reached on Facebook 10, 800 views on Facebook livestream 2,398 engagements through Facebook
Focus groups conducted by community organizations	51	665 participants	30 organizations leading the focus groups
Focus groups conducted by research entity as part of TPS’ annual community engagement on public safety	6	41 participants	
Total	69	886 participants	

Socio-demographic profile of participants in focus groups who completed the survey

	Percentage	Frequency
Gender identity		
Man	34.9%	176
Women	64.0%	323
Transgender	0.2%	1
Non-binary	0.6%	3
Two-spirit	0.6%	3
None of the above	1.0%	5
Total		505
Age		
Under 24	21.5%	107
25-34	15.7%	78
35-44	12.7%	63
45-54	16.1%	80
55-64	20.7%	103
65+	13.5%	67
Total		498

Education		
Less than high school	18.8%	94
High school diploma	16.2%	81
Trades certificate/college diploma	20.0%	100
Some university education	5.6%	28
University degree	25.0%	125
Post-graduate degree	14.6%	73
Total		501
Immigration status		
Born in Canada	29.9%	157
Not born in Canada	70.2%	369
Total		526
Race		
Black	43.2%	215
East/Southeast Asian	27.9%	139
Indigenous	1.0%	5
Latino	2.0%	10
Middle-Eastern	5.0%	25
White	4.2%	21
South Asian	15.7%	78
Other	5.6%	28
Total		498
Income		
Less than \$20,000	37.4%	167
\$20,000 - \$49,999	32.3%	144
\$50,000 - \$69,999	12.1%	54
\$70,000 - \$89,999	7.6%	34
\$90,000 - \$149,999	6.7%	30
\$150,000+	3.8%	17
Total		446
Disability		
No disability	73.0%	354
Sensory	4.7%	23
Physical	9.7%	47
Cognitive	6.2%	30
Communication	2.5%	12
Mental health-related	13.2%	64
Other	3.7%	18
Total		485

*Total numbers differ as some respondents skipped certain socio-demographic questions.

List of community organizations leading the focus groups:

Agincourt Community Services Association
Arab Community Centre of Toronto
Association of Sri Lankan Graduates of Canada (ASGC)
Canadian Association Caribbean African Canadian Social Services (CAFCCAN)
Canadian Multicultural Council
Canadian Tamil Congress
Chinese professionals association of Canada (CPAC)
Council of Agencies Serving South Asians (CASSA)
Creative Nepalese Community
Delta Family Resource Centre
Dixon Community Services
Frontier College
Hong Fook Mental Health Association
Lawrence Heights Interagency Network
Midaynta Community Services
Nikki Knows / Project LUCID
MJKO (Mentoring Juniors Kids Organization)
Noor Cultural Centre
One Mic Educators
Possibly Thinkers Group
Progress Place
RISE Edutainment
Scarborough Food Security Initiative
SEAS Centre
Somali Women and Children's Support Network
South Asian Alliance Against Aids Prevention (ASAAP)
South Asian Legal Clinic
TAIBU Community Health Centre
The Chinese and Southeast Asian Legal Clinic (CSALC)
Toronto Development Association of Youth (TODAY)

Appendix B: Methodology

This report is grounded in a qualitative study design to facilitate gathering in-depth information on the perceptions and opinions of community members participating in the TPS' community engagement about the Service's RBDC Strategy.

Analyses of Results

Data analysis consisted of identifying themes among focus groups, engagement sessions, and town halls notes using NVivo 12 software. Descriptive analyses were conducted on data collected through the survey completed by focus group participants to complement the information and insights captured through the series of community conversations. Quotes included in this report underwent minor edits for readability, without affecting the original statement.

While extensive, this community engagement approach is not without limitations. The recruitment strategy includes a targeted sample rather than a representative sample as a more appropriate approach to ensure that diverse groups, especially racialized, immigrant, and low-income groups that are most impacted, had the opportunity to provide feedback on the RBDC Strategy. Furthermore, a qualitative approach rather than a large-scale quantitative survey better reflects the scope of this community engagement, mainly directed at an in-depth understanding of the views, attitudes and concerns of communities about the Service's Strategy.

Pull Out Definitions for Edelman:

Racism

- Racism is an ideology that either directly or indirectly asserts that one group is inherently superior to others. It can be openly displayed in racial jokes and slurs or hate crimes but it can be more deeply rooted in attitudes, values and stereotypical beliefs. In some cases, these are unconsciously held and have become deeply embedded in systems and institutions that have evolved over time. Racism operates at a number of levels, in particular, individual, systemic and societal.

Systemic Racism

- Systemic racism consists of organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

Officer Perception

- The information that is derived from a police officer making a determination about the race of an individual, solely based on the officer's own perception.

Self-identification

- The information that is derived from an individual providing their race in response to being asked this information by a police officer

Use of Force

- All police services in Ontario are mandated to submit a report under the Police Services Act every time an officer uses force. Use of force is defined as every time a member uses physical force that results in an injury requiring medical attention; draws a handgun in the presence of the public; discharges a firearm; points a firearm; and/or uses a weapon other than a firearm (including a CEW – Taser) on another person

Level 3 Search

- A Level 3 Search includes the removal of some or all clothing and a visual inspection of the body; it is also known as a Strip Search

Race

- A term used to classify people into groups based mainly on physical traits such as skin colour. Racial categories are not based on science or biology but on differences that society has created, with significant impact on people's lives. Racial categories may vary over time and place and can overlap with ethnic, cultural or religious groupings.

Race Based Data

- Information about an individual's race, ethnic origin, Indigenous identity, and religion. It is also referred as race and identity-based data.

Racial Bias

- A predisposition, prejudice or generalization about a person or group based mainly on race

Racialization

- The process of categorizing people by primary reference to physical appearances and other characteristics. In this process, societies construct races as 'real,' different, and unequal in ways that matter to economic, political, and social life.

Racial Equity

- The condition that would be achieved if one's racial identity no longer predicts, in a statistical sense, how one fares and fair treatment, opportunities and outcomes apply across race. Racial equity is the systemic fair treatment of all people. It results in equitable opportunities and outcomes for everyone.

Intersectionality

- The process by which people's lives are shaped by their multiple identities which altogether can produce unique and distinct experiences for an individual or group, creating additional barriers, opportunities, and/or power imbalances.

Systemic Change

- Change that transforms how the whole system functions, with all its components and the relationships between them.

Pull Out Explainers for Edelman:

Transformational Task Force

In 2016, the Transformational Task Force, co-chaired by Andy Pringle, then-Chair of the Toronto Police Services Board and Mark Saunders, then-Chief of the Toronto Police Service, conducted a comprehensive review of policing in Toronto. A vision document, “The Way Forward: Modernizing Community Safety in Toronto Interim Report”, was tabled with the Toronto Police Services Board in the summer and over the next several months, significant work was done to obtain feedback - through consultations, livestreams, town halls, informal conversations, focus groups and working groups - which validated the interim report’s 24 recommendations. Eight new recommendations were added because of feedback from the public, communities and the Service. The Transformational Task Force final report was released in January 2017, entitled “Action Plan: The Way Forward” and proposed a modernized policing model for the city, one that was innovative, sustainable, and affordable. The model placed communities at its core, was intelligence-led, optimized the use of resources and technology, and embraced partnerships as a means of enhancing capacity and capability. The work of the Transformational Task Force and the goals set out in The Way Forward continue to guide the Toronto Police Service.

Ontario’s *Anti Racism Act*

The act was passed in 2017 to provide a framework for the Ontario government to identify and eliminate systemic racism and advance racial equity in the province. The legislation sets out requirements to maintain an anti-racism strategy and establish targets and indicators to measure the effectiveness of the strategy.

Data Standards for the Identification and Monitoring of Systemic Racism

Data standards to guide public sector organizations to fulfill their obligations under the Anti-Racism Act and establish the consistent collection, management, use (including analyses), de-identification and public reporting of race-based information. They are also known as Ontario’s Anti-Racism Data Standards.

Neighbourhood Community Officer

The Toronto Police Service implemented its first Neighbourhood Officer Program (NOP) in 2013 in selected neighbourhoods across all of its 17 Divisions. The primary objectives were to reduce crime, increase public safety, and improve public trust in the police by increasing police presence and addressing community problems associated with crime patterns within particular neighbourhoods. The enhanced Neighbourhood Community Officer Program was launched as a six-month pilot on October 1, 2018 in divisions 11, 22, 41 and 42. The program has now been enhanced and there are Neighbourhood Community Officers in every division. The NCOs attend a five-day, basic training program at the Toronto Police College. This training was created in consultation with Command Officers, Senior Officers, Police Officers, community members, current best practices and a review of academic literature. Neighbourhood Community Officers wear distinctive uniforms, which include “Neighbourhood Community Officer” wording on their

vests and baseball hats. This helps them to be readily recognized as NCOs. The NCOs have designated NCO vehicles with “Neighbourhood Community Officer” decals displayed on them. This helps the community easily identify them while on patrol in a neighbourhood.



Toronto Police Services Board Report

September 14, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Toronto Police Service Board's Equity, Inclusion and Human Rights Unit – Progress Update on the Unit's Work

Recommendations:

It is recommended that the Toronto Police Services Board (Board) receive the following report that provides progress updates on the work of Equity, Inclusion and Human Rights Unit.

Financial Implications:

There are no immediate financial implications arising from this report.

Background / Purpose:

Twenty-first century policing of diverse and complex communities requires services and practices grounded in principles of equity, fairness, and anti-racism. As the largest municipal police service in Canada that serves a rapidly growing and diverse city, the Toronto Police Service (Service) embarked on a modernization program to build strong partnerships and demonstrate accountability and transparency with its internal members and its external partners.

In support of this modernization, the Service created the Equity, Inclusion and Human Rights (E.I. & H.R.) unit, the first of its kind in Canadian policing. Established with strategic direction from the Service's modernization plan, The Way Forward, the E.I. & H.R. unit is a Centre of Excellence led by a team of subject matter experts, utilizing best practices in the promotion of inclusion and human rights to champion a progressive equity agenda for the Service.

The vision for a rebranded unit, the unit structure, and a prioritized approach to staffing the unit with critical positions were presented and approved at the May 2019 Board meeting (Min. No. P106/2019 refers).

Discussion:

This report provides an overview of key areas of work advanced by the E.I. & H.R. since its inception, along with key achievements to date, challenges and opportunities, and key streams of work that lie ahead.

A Multi-Pronged Framework Guiding the Work of the Service's Equity, Inclusion & Human Rights Unit

The E.I. & H.R. unit is taking an evidence-based, analytical systems approach to advance an innovative equity and human rights agenda and to profile the Service as a progressive institution and community partner. The unit guides its work through a multi-pronged framework to identify and address systemic barriers that may exist in the Service's policies, programs and practices, while developing the capacity of its members to understand and engage with the city's diverse communities. This framework consists of several interconnected pillars:

- **Community Engagement** - Enabling an active engagement of a diversity of voices and experiences across the city.
- **Partnerships and Collaborations** - Fostering a growing network of partnerships and collaborations to build expertise, innovation and inspiration.
- **Training** - Building capacity in equity, inclusion and human rights for the Service's members.
- **Change Management and Communication** – Enabling an inclusive internal culture and consistent messaging on why, what, and how things are being done.
- **Research and Evaluation** – Grounding actions in solid evidence, research and innovations in equity and human rights, and measurable impact.
- **Policy Analysis and Development** – Driving robust reviews of policies, procedures, and practices to identify barriers and inform proper solutions.
- **Program Development** – Integrating an equity lens in the design and implementation of programs.
- **Strategic Advice** – Providing Service-wide strategic advice and expertise from Command to frontline members.

This framework enables E.I. & H.R to complete work on a range of high-profile initiatives described in the next section. It also aligns with the work required to support the implementation of related Police Reform recommendations in the following areas:

- Data sharing and information transparency;
- Conduct accountability;
- Police training;
- Consultation with experts and communities;
- Building public confidence; and,
- Ensuring change

The unit is well positioned to deliver on a complex portfolio, having a strong team of subject matter experts leading the work grounded in best practices in equity, inclusion and human rights and engaging Command leadership in the delivery of specific streams of work. An All-of-Command approach enables an effective implementation of E.I. & H.R.'s portfolio.

The remainder of this report provides a progress update on the current initiatives advanced by E.I. & H.R. since its inception, along with key challenges, opportunities, and important areas of work moving forward.

Key Initiatives – Progress Update

The E.I. & H.R. unit is leading a range of high-profile initiatives that drive work through the multi-pillar framework described above. The impact of these initiatives will ultimately create a more equitable, inclusive work environment and long-lasting positive changes within the Service and in its interactions with the community and other external stakeholders. It can also provide a template for other policing agencies as they look towards meeting the increasingly complex needs of the communities they serve and addressing systemic racism.

Race-Based Data Collection Strategy

On September 19, 2019, the Board approved the Race-Based Data Collection, Analysis and Public Reporting Policy (Policy), with the first phase of its implementation for Use of Force incidents to begin January 1, 2020 (Min. No. P178/19 refers). Guided by the legal principles of the *Ontario Human Rights Code* and Ontario's *Anti-Racism Act* and grounded in a process of consultations, the Policy is the expression of the collective expertise of the Anti-Racism Advisory Panel (A.R.A.P.), internal members, subject matter experts, and community members with lived experiences.

The Service is going one step further to also collect and analyze race data in arrests related to strip searches, as a response to the Office of Independent Review Director's report "Breaking the Golden Rule: A Review of the Police Strip Searches in Ontario." Collecting, analyzing and reporting on race-based data is critical to achieving the Board's and the Service's goal of eliminating racial bias and promoting equitable and anti-racist police services in Toronto.

To implement the Policy through a phased approach, the Service developed a Race-Based Data Collection (R.B.D.C.) Strategy that has brought together internal experts with operational police expertise and expertise in data management systems, along with community stakeholders and subject matter experts on race-based data collection and analysis. E.I. & H.R. provides subject matter expertise and leads the implementation of the R.B.D.C. Strategy by collaborating with internal teams across the Service and external stakeholders. The team reports quarterly to the Board on the progress of strategy implementation (Min. No. P53/2020 refers). The last two updates were included in last month's meeting agenda.

Key achievements aligned with framework:

Pillar	Key achievements	Details
Community Engagement		Community engagement represents an integral part of the R.B.D.C. Strategy. Over the period October 2019 to February 2020, the Service engaged in its largest community engagement endeavor to date to raise awareness about the Strategy and invite members of the public to express their views and concerns.
	69 engagement opportunities	<p>4 town halls took place in neighbourhoods representing different areas of the city - Alexandra Park, Black Creek, Regent Park, and Malvern;</p> <p>8 sessions with members of the Community Police Liaison Committees and Community Consultative Committees – Asia Pacific, Black, Chinese, Indigenous, Muslim, French, Disability, Seniors, and Lesbian, Gay, Bisexual, Transgender, Queer, 2 Spirited (L.G.B.T.Q.2.S) Committees;</p> <p>51 focus groups led by community organizations to create a safe space for conversations. About half (43%) of participants were members of Black community;</p> <p>6 focus groups conducted by a third-party organization as part of the Service’s annual community engagement on public safety.</p>
	30 community organizations	These organizations that led the focus groups serve diverse communities across the city.
	850 diverse community members	These members voiced their opinions, concerns, and preferences about collecting race-based data.
	4 Indigenous-specific focus groups	Led by an Indigenous organization, these focus groups are under planning, currently exploring creative options to conduct these focus groups to meet the needs of Indigenous members and respect physical distancing rules.
	Community engagement report	The Service committed to report back to community members what it heard through

Pillar	Key achievements	Details
		the community engagement process, act upon what it heard, and be transparent and accountable about its actions. The report on community feedback will be presented at the upcoming Board meeting on October 22, 2020.
	Indigenous engagement strategy initiated	The Service is also committed to developing a dedicated Indigenous engagement strategy in collaboration with Indigenous communities and stakeholders, recognizing that the genuine engagement of Indigenous communities is critical to the success of the R.B.D.C. Strategy. In the context of current events layered on the ongoing COVID-19 pandemic, the Service is exploring further steps in developing the dedicated strategy, being considerate of the needs and priorities of Indigenous members of the public and Indigenous organizations in Toronto.
Partnerships & Collaborations	The R.B.D.C. Strategy is a complex undertaking that is greatly benefitting from external stakeholders that provide strategic advice and subject matter expertise.	
	Partnership with Wellesley Institute	Wellesley Institute is a unique organization with deep international and local expertise in equity research and community well-being. Wellesley provides research and evaluation support for successful implementation of the R.B.D.C. Strategy and strategic advice and support to establish a Community Advisory Panel (C.A.P.) to work with the Service on the analysis and public reporting of race-based data and develop action plans.
	Partnership with Confronting Anti-Black Racism (CABR)	The Service works with the CABR Unit of the City of Toronto through the City Leads Circle. Comprised of City division, agencies, boards and commissions, the Circle collaborates on implementation of the 22 recommendations in the five-year Toronto Action Plan to Confront Anti-Black Racism.

Pillar	Key achievements	Details
	Partnership with Dr. Grace-Edward Galabuzi	Associate Professor in the Politics and Public Administration Department of Ryerson University, who has unique expertise gained through extensive work in anti-racism, social justice, and social development policy as well as his leadership in the community. Dr. Galabuzi supports the development of a staged, multi-modal training approach for all Service members that is informed by communities and key stakeholders.
	Partnership with Edelman Canada	To design a public report that summarizes key findings from the community consultations on the R.B.D.C Strategy.
	Collaboration with Information and Privacy Commissioner (I.P.C.)	I.P.C. provides ongoing advice throughout the process of developing data extraction, management and procedures to ensure data privacy and security.
	Collaboration with Anti-Racism Directorate (A.R.D.)	A.R.D. delivered seven technical briefings on Anti-Racism Data Standards to Service members; it provides subject matter expertise and ongoing support on various aspects of the strategy such as training curriculum and community engagement.
	Indigenous Justice Division (I.J.D.), Ministry of the Attorney General	I.J.D. provides strategic advice and ongoing support to inform the development of the Indigenous engagement strategy and the training curriculum.
	Collaboration with Ontario Human Rights Commission (O.H.R.C.)	O.H.R.C. is regularly consulted to ensure its feedback informs the process of implementing the R.B.D.C. Strategy.
	Service-wide internal collaborations	Engage Service members throughout the process of strategy implementation and internal experts to assess and improve data systems for proper data collection, protection, and analysis.
Training	Developing a solid training curriculum and training the Service members represent an essential element of the R.B.D.C. Strategy.	

Pillar	Key achievements	Details
	Multi-modal training curriculum:	Builds on existing relevant training provided through the Toronto Police College, such as the Anti-Black Racism module and the Policing and Indigenous perspectives module. This approach equips the members with consistent understanding and ability to make connections and progressively build their knowledge throughout their training journey. The curriculum consists of two main components delivered in stages to support the Strategy's phased approach to data collection:
	Online training	Represents the first stage of training, available to uniform and civilian members since December 2019. All members have completed the online module.
	In-person training	Consists of a four-hour training developed in consultation with community and stakeholders; Unit champions will deliver it through a train-the-trainer model to all members.
	Curriculum evaluation	Captures participants' feedback, track progress and effectiveness, and inform further refinements of the curriculum as well as the development of other modules once new interactions will be added.
Change Management and Communications	A supportive organizational environment with leaders leading by example and members informed and involved throughout the implementation process represents the foundation of the R.B.D.C. Strategy. Clear, consistent, and regular communications about expectations, progress, and challenges is also vital to the successful implementation of the Strategy.	
	Internal sensitization sessions	Delivered to promote understanding of the Policy, provide updates on the R.B.D.C. Strategy, and facilitate ongoing peer support:
	Unit Champions and co-chairs of Internal Support Networks (I.S.N.)	Presentations to Unit Champions and co-chairs of I.S.N.s

Pillar	Key achievements	Details
	Staff/Detective Sergeants and Courts Shift Supervisors	Sessions involving about 75 Staff/Detective Sergeants and Courts Shift Supervisors
	Communications strategy grounded in anti-racism lens	The Service has applied an anti-racism lens to its communications and engaged in conversations with its partners at the City of Toronto about the impact of its messages on the city's diverse communities. In alignment with this broader communications strategy, a range of products and tools were developed to disseminate information specifically on the R.B.D.C. Strategy.
	A communication message package	Disseminate consistent messages to internal and external stakeholders.
	<i>A range of materials</i>	Presentations, speaking notes, frequently asked questions.
	New website	Dedicated to the R.B.D.C. Strategy to provide the public and the Service's members with a one-stop shop on the Service's position and efforts to address biased policing and anti-Black racism more specifically.
	Social media	152, 652 community members reached on Instagram & Twitter 33, 653 community members reached on Facebook 4, 886 views on Facebook livestream
	Panels and conference presentations	Presentation with the O.H.R.C. at the Law of Policing Conference on June 10, 2020
Research and Evaluation	Research innovations in the field of racial equity and best practices and lessons from other policing jurisdictions inform planning and implementation of the R.B.D.C. Strategy.	
	Connections with other Canadian and	Jurisdictions with history of race-based data collection to learn from their experiences and

Pillar	Key achievements	Details
	international policing jurisdictions	best practices, exchange knowledge and strategies, and build collaborations.
	Ottawa Police Service	On Sept 27 and November 29, 2019, E.I. & H.R. met with representatives of Ottawa Police Service to share lessons learned, initiatives, tools and resources for the collection, analyses and reporting of race data in traffic stops. They provided information about their community engagement approach, internal change management, academic partnerships and analyses that supported action plans to address racial disparities found.
	Los Angeles Police Department (L.A.P.D.)	On March 1 - 4, 2020, representatives from two units of the Service's Human Resources Command, E.I. & H.R. and Wellness visited the L.A.P.D. in an exchange of knowledge, strategies and operations, outcomes and lessons learned. The L.A.P.D. shared insights, challenges and successes in policing a large, dynamic and diverse city with complex social needs. E.I. & H.R. met with senior leaders and officers to discuss the L.A.P.D.'s efforts to address racial disparities in policing, community safety, and public trust through a range of initiatives: race-based data collection and analytics, recruitment and training, its community safety program, and employment equity and workplace mediation. The L.A.P.D. committed to continue a partnership of knowledge transfer and collaboration with the Service to advance equity and professionalism in policing.
	Data analysis and reporting framework	Grounded in research literature on racial discrimination and profiling to provide guidance on how the Service will approach the analysis of race-based data. This framework articulates foundational concepts, guiding principles, key research questions, and methodological approaches to support

Pillar	Key achievements	Details
		the Service in its efforts to identify and address systemic racism, inform action plans, evaluate procedures, and identify training needs. The general framework will guide and apply to interaction-specific data analysis plans to account for contextual factors and data specific to each interaction. E.I. & H.R. is currently planning engagement sessions with internal Service members. It will also consult with key external stakeholders, subject matter experts, and community organizations to ensure that the analytic framework brings together operational, methodological, and community perspectives.

Gender Diversity and Trans Inclusion (G.D.T.I.) Project

In 2016, the Service and the Board entered into an agreement with the Ontario Human Rights Commission to revise policies, procedures, orders, forms, and training in which assigned sex, gender identity and/or gender expression are pertinent and make recommendations for trans inclusive revisions and development. By engaging with gender diverse and trans communities and service providers, the initiative aims to: 1) build the Service’s capacity to meet community needs; 2) inform gender diverse and trans inclusive policing practices; and 3) improve relations between community members and the Service

Key achievements aligned with framework:

Pillar	Key achievements	Details
Community Engagement	Active engagement of members of gender diverse and trans communities is vital to start conversation and help repair and build relationships between the Service and the community.	
	Most extensive engagement with the trans and gender diverse community in the Service’s history:	
	Community consultation plan and website	Developed to reach out to community members
	Community member interviews	Took place from August 2019 to October 2019.
	External consultant	Engaged to review policies and procedures, make recommendations, and

Pillar	Key achievements	Details
		provide strategic advice on community engagement and training development.
	Online survey	Conducted with community members over January 2020.
	Public forum	Brought together about 25 community members on January 21, 2020 to present the initiative and respond to community questions and concerns.
	Full-day community consultation	Brought together eight community advisors, organizational representatives and individuals on February 4, 2020 to vet procedural changes, make recommendations and inform training priorities.
Partnerships and collaborations	Developing relationships with representatives of the gender diverse and trans community and service providers is critical to the successful implementation of the G.D.T.I. Project.	
	Collaborations with key community stakeholders:	The 519 Church Street Community Centre Rainbow Health Ontario Maggie's Toronto
Policy Analysis and Development	A robust analysis of policies, procedures, and practices pertaining to police interaction with gender diverse and trans community is vital to foster the systemic and cultural change needed for bias free and trans inclusive policing.	
	Comprehensive review	Conducted by a consultant with subject matter expertise.
	Recommendations vetted with community	
	Recommendations submitted to O.H.R.C.	

Addressing Workplace Well-being, Harassment and Discrimination

To ensure a respectful and inclusive work environment for all members, this initiative enables gathering members' perceptions and experiences, and examining the Service's policies, procedures and practices related to workplace harassment and discrimination. The initiative advances multiple streams of work: 1) hosting workplace harassment symposia where leading experts in the community share best practices and members can ask questions; 2) contracting third-party experts to conduct a comprehensive review of the Service's workplace culture and processes relating to harassment and discrimination to inform an actionable roadmap for tangible culture change; and 3) facilitating access to E.I. & H.R.'s expertise as a resource and source of support for members.

Key achievements aligned with framework:

Pillars	Key achievements	Details
Change Management and Communications	Creation of an internal culture free of discrimination and harassment starts with capacity building for all members to become change agents.	
	The largest workplace harassment symposium in the Service's history	On October 31, 2019, the Service held its first-ever Workplace Harassment Symposium at Headquarters in an open-forum setting to hear about organizational trends and best practices concerning workplace harassment, how organizations support individuals impacted by these issues, and ways to foster a positive and inclusive work environment. Over 200 people attended virtually and in-person to hear from the Command team as well as guest speakers from the Ontario Human Rights Commission, Bernardi Human Resource Law, the Canadian Armed Forces, the Board's Anti-Racism Advisory Panel, Deloitte, and the Service's Professional Standards unit.
	The second workplace harassment symposium	The second symposium took place on September 28 and 29, 2020.
	Expertise and support provided by E.I. & H.R.	Provided on an ongoing basis to Service members to address their experiences of harassment and discrimination.

Pillars	Key achievements	Details
Policy analysis and development	Comprehensive analysis of policies, procedures, and practices pertaining to harassment and discrimination represents a stepping-stone in the process of creating an inclusive and respectful work environment.	
	Comprehensive approach and methodology	Developed to assess relevant Service policies, procedures and programs.
	Insights gathering	Implemented the approach to review existing policies and procedures and examine past cases and management strategies.
	Online survey	Designed to gather members' perspectives.
Partnerships and collaborations	Creating strong internal and external networks is key to the successful implementation of this initiative.	
	Partnership with Deloitte	To conduct a comprehensive review of the Service's culture and processes related to harassment and discrimination and develop recommendations.
	Collaboration with the Canadian Armed Forces (C.A.F.)	To learn about their harassment model. In early March 2020, E.I. & H.R. met with leaders of the C.A.F.'s Integrated Conflict and Complaint Management team to learn about their integrated harassment, grievance, human rights, and alternative dispute resolution systems. Their learnings about the key factors to the program's success as well as shortcomings in implementation will inform the Service's approach around workplace harassment and discrimination.
	Collaboration with Los Angeles Police Department (L.A.P.D.)	To learn about their mediation program. The L.A.P.D.'s Ombuds Office shared information with members of E.I. & H.R. about alternative dispute resolution model using early mediation and conciliation approaches, challenges and successes in reducing minor misconducts, resolving workplace conflicts, supporting healthy workplaces and employee wellness.

Pillars	Key achievements	Details
	Internal partnership with the Service's Professional Standards	To develop a modernized intake, investigation and resolution process to address workplace harassment and discrimination
Program development	Designing programs informed by evidence collected through the comprehensive review represents an important step in creating tangible culture change.	
	Initial steps in developing a modernized intake, investigation and resolution process	Modernization of this process will also involve updating systems to track complaints, proactively address systemic issues, and build capacity for members across ranks.

Comprehensive & Targeted Training

Besides developing and providing training related to specific initiatives, E.I. & H.R. also delivers various training modules across the Service to foster an understanding of the concepts of equity and inclusion and how it impacts every member in their work.

Key achievements to date:

- **Anti-Black Racism training for all members:** Expanded to include sessions of in-Service training with focus on de-escalation and community scenarios;
- **Ongoing equity, inclusion and human rights training** for members, new recruits, and newly-promoted uniform members to foster understanding of equity and inclusion concepts and impact their work;
- **Targeted coaching and training** to specific groups, units, or divisions to resolve or head-off conflicts early on;
- **Train-the-trainer and capacity building** for College instructors and Unit Champions;
- **Multi-modal staged R.B.D.C. training curriculum** to support the Service to deliver the R.B.D.C. Strategy that meets the Policy requirements and is consistent with the *Anti-Racism Data Standards and Anti-Racism Act*.

Support to Multiple Police Agencies

As a centre of excellence, E.I. & H.R. has lent its expertise and shared training materials with various policing agencies across Canada to support them in their efforts to addressing systemic racial inequities.

Key achievements to date:

- **Training resources on anti-Black and systemic racism:**
 - Supporting the Canadian Association of Chiefs of Police in drafting a training deck on systemic racism to distribute to their membership and initiate conversations on the importance of the subject within a Canadian policing context;
 - Supporting other Canadian police services with anti-Black racism training: Kennebecasis Regional Police Force (New Brunswick), Peel Region Police Service, York Region Police Service, Ontario Provincial Police, and the Canadian Border Service Agency.
- **Framework to collect race-based and Indigenous identity:** E.I. & H.R. advised and drafted a framework for the collection of race-based and Indigenous identity data for the Police Information and Statistics Committee to present to the Canadian Association of Chiefs of Police Board of Directors.
- **Sharing lessons at public forums and conferences:** The innovative model in equity, inclusion and human rights guiding the E.I. & H.R.'s work and lessons learned to date will be showcased at a conference organized by Public Sector Network and the International Association of Chiefs of Police, Canadian Associations of Chiefs of Police and the Ontario Association of Chiefs of Police conferences.

Challenges and Opportunities

While a range of key initiatives have been successfully implemented to date, there are several challenges to address:

- A new structure for E.I. & H.R. – the unit's current structure and staffing needs to be reassessed to ensure that it is structured and resourced (financial and human resources) to adequately meet the growing demands of the Service, the expectations of the current climate and the work in implementing the Board's recommendations on police reform.
- Gaps in data systems – existing data is collected for operational and administrative functions and it requires repurposing to use for systemic racial equity analyses.
- In any organization there are inevitably challenges to progress in respect of equity and inclusion - in the policing environment one of those is that historically it has been male dominated and not always representative of the wide range of diversity existing in our city. Changing this landscape sometimes causes discomfort. This means that the E.I.H.R.'s work is dedicated to removing internal barriers, in addition to delivering on high-profile initiatives and ongoing operational duties.
- The Service is working towards delivering services to support members' well-being and wellness. These efforts are now being further supported by E.I.H.R. through an equity lens to ensure that diverse members receive culturally competent supports. More work is needed in this area.

Despite challenges, there are a range of opportunities that can be leveraged to advance this important work and achieve the objective of creating an equitable and inclusive police services:

- Committed leadership at many levels and places within the Service to drive organizational change and set strategic direction to re-imagine policing with equity and human rights at its core.
- Redesign data systems that can better serve the Service's operational, investigative and strategic needs enabled by the digital transformation efforts under the Way Forward modernization.
- Foster new collaborations and partnerships across different organizations, communities and jurisdictions to advance racial equity and systemic change.
- Contribute to knowledge base and best practices on equity in policing by publishing a range of knowledge dissemination products such as research reports and journal articles and presenting at relevant conferences.

Moving forward

Besides sustained efforts to continue implementing, monitoring, and tracking progress of current initiatives, E.I. & H.R. will also initiate work in the following areas:

- **Service-wide Equity and Inclusion Strategy:** E.I. & H.R. will work closely with leaders across the service to develop and implement a Service-wide equity strategy, with steps to facilitate short, medium and long-term change. The equity strategy will include how to address biases and identify and remove barriers, with the ultimate goal of ensuring policies, procedures and practices provide a safe and healthy work environment where members are encouraged to contribute their unique experiences, abilities and perspectives.
- **Accessibility Audit:** E.I. & H.R. will be contracting with a third-party expert to conduct a Service-wide review of its policies, procedures, programs and practices to identify existing systemic barriers for individuals with disabilities, both internally and externally via the Service's interactions with the community. The audit will be informed by community consultations and focus groups and conclude with an actionable roadmap for Service-wide implementation.
- **Continued training for members** building upon what the Service is already doing as a result of H.R.T.O.'s case McWilliam v. T.P.S.B.
- **Support the Service in implementing the recommendations** from the Board's report on police reform in Toronto

Conclusion:

E.I. & H.R. is a Centre of Excellence and the first of its kind in Canadian policing. The unit plays a vital role in advancing the modernization of the Service and enabling a progressive equity agenda for the Service, a cornerstone of the 2020-2023 People Plan. E.I. & H.R. is driving a range of initiatives that will ultimately create long-lasting positive changes within the Service and in its relationship with members of the public to support the Service's journey towards bias-free and equitable policing.

The Unit's work to date enabled the Service to:

- Initiate its largest community engagement endeavor to date to raise awareness and involve community members in the collection of race data;
- Initiate its most extensive engagement with the trans and gender diverse community in its history to advance gender diverse and trans inclusive policing practices;
- Foster a growing network of partnerships and collaborations with diverse community stakeholders, research institutes, academics, and government to leverage their expertise to inform its equity agenda;
- Build capacity for Service members on equity, inclusion and human rights through a series of trainings such as anti-Black racism, race-based data collection and its role in bias-free policing, targeted coaching, and ongoing equity, inclusion and human rights training;
- Initiate a comprehensive review of its policies, processes and practices relating to harassment and discrimination to inform an actionable roadmap for tangible culture change.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions the Board members may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board Office



Toronto Police Services Board Report

October 2, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Toronto Police Service Open Data & Open Analytics

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive this report for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background / Purpose:

On May 30, 2019, the Board received a report (Min. No. P118 refers) from Chair Andy Pringle and recommended the Toronto Police Service (Service) respond to a motion from City of Toronto Council (City Council) to report back to the Executive Committee on the implementation of the Service's Open Data Plan, including:

1. Provide its annual reports in a proper digital format;
2. Convert files currently provided in a portable document format (P.D.F.) on the Toronto Police Service Public Safety Data Portal; and
3. Share datasets on the City of Toronto Open Data Portal.

On July 28, 2020 (EX15.19), the City of Toronto Executive Committee adopted on consent the following motion:

1. City Council request the Chair, Toronto Police Services Board, to report to the December 9, 2020 meeting of the Executive Committee, on the progress made by the TPSB to release its Open Data Sets to the City of Toronto's Open Data Portal.

To expand on these requests above, on August 18, 2020, the Board received a report from Chair Jim Hart with the following requests (Min. No. P129 refers):

37. Direct the Chief of Police to share regularly updated datasets from the Toronto Police Service's Open Data Portal, subject to the need to protect personal privacy and to comply with any privacy legislation (City Council #16)
38. Direct the Chief of Police to convert the Toronto Police Services Board's annual reports and any files currently provided on the Toronto Police Service's open data portal in P.D.F. format into appropriate digital format for use and distribution on the City's Open Data Portal. (City Council #16).

Discussion:

Open data is defined as structured data that is machine-readable, freely shared, used and built on without restrictions. Since the launch of the Service's Public Safety Data Portal (Portal) in June of 2017, the Service has invested significant resources to make the necessary changes to our infrastructure, updating processes, policies and guidelines for facilitating the continuous release of open data.

The Service has taken steps to provide value and insights beyond the release of Open Data and includes Open Analytics for public use.

The Service's Public Safety Data Portal is a comprehensive public safety tool that provides valuable police information. The Portal is a platform used to provide downloadable open datasets, but most importantly it is leveraged as an Open Analytics and a reporting mechanism for public safety information, including that which may not be readily available or provided as open data to be downloaded.

The Service considers the delivery of information essential for public safety and transparency. We have invested significant efforts and resources in identifying ways to provide valuable information to the public while protecting privacy data.

The Service recognizes the importance of providing Open Data and Open Analytics in support of the Police Reform Recommendations with some recommendations having been implemented through the Public Safety Data Portal.

Data Sharing with City of Toronto, Open Data Team

Existing Datasets

Over the past few months, the Service has been working with the City of Toronto Open Data team to create a sustainable process for sharing Toronto Police Service open datasets with the City of Toronto.

Currently there are sixteen (16) datasets provided for download as open data on the Portal including:

- Assault
- Auto Theft
- Break and Enter
- Robbery
- Theft Over
- Homicide
- Bicycle Thefts
- All Major Crime Indicators
- Killed or Seriously Injured Collisions
- Fatal Traffic Collisions
- Budget
- Field Information Reports (F.I.R.)
- Police Divisions
- Patrol Zones
- Police Facilities
- Neighbourhood Crime Rates

As of the submission of this report, all datasets have been successfully shared with the City of Toronto and published on the City of Toronto's Open Data Portal.

New Datasets

A process has been established with the City of Toronto Open Data team members and the Service to publish Toronto Police Service open data to the City's Open Data Portal. Moving forward, any new dataset made available by the Toronto Police Service will be shared with the City of Toronto Open Data team. The two teams will continue to work together to streamline the publishing process as we continue to cross-publish these open datasets.

Budget data is currently available on the Service's Public Safety Data Portal and has been shared on the City of Toronto Open Data site in .xls format. Once the data is prepared in machine readable format, it will be updated accordingly.

Annual Statistical Report (A.S.R.)

The Service has evaluated the information currently provided in its Annual Statistical Report (A.S.R.) for release as open data. We have assessed every section and data point currently provided in the A.S.R. to determine the level of granularity in which the dataset can be released as downloadable datasets.

Datasets for the following sections of the A.S.R. will be available for download in the Open Data Section of the Portal:

- Reported Crime
- Persons Charged
- Victims of Crime
- Search of Persons
- Firearms
- Traffic
- Personnel & Budget
- Calls for Service
- Public Complaints Filed with the Office of the Independent Police Review Director (O.I.P.R.D.)
- Regulated Interactions
- Administrative

The delivery of the A.S.R. is comprised of various components designed to enhance public use, application and interpretation of statistical police information. It will include supportive documentation, open datasets, and an annual P.D.F. report and interactive analytical tools. The static annual P.D.F. reports will be provided for as well. To ensure that the most up-to-date information is available in our Records Management Systems (R.M.S.), and due to the dynamic nature of some of the data contained within this report, the annual refresh of the downloadable datasets will require a complete update of the dataset. However, the Service is committed to ensuring that the data will be provided for all available years.

In accordance with our commitment to work with the City's Open Data team, the A.S.R. open datasets will be available in the City's Open Data Portal. The release of the Annual Statistical Report and its accompanying datasets will occur in the fourth quarter of 2020.

Race-Based Data

Race-based data collection commenced on January 1, 2020, and will be released in 2021.

Conclusion:

The Service understands the value of providing police information as open data for public safety and awareness.

The Service has worked diligently to comply with the requests from the Board regarding transferring static reports into a downloadable format and sharing the Service's open data with the City of Toronto. To date, all currently available open datasets have been shared and published on the City of Toronto Open Data Portal. The Service will continue to work with the City of Toronto's Open Data team to make information accessible through the City's Open Data Portal.

The Annual Statistical Report is under construction with an estimated completion by the end of Q4 2020. The data will be published as open data in the most granular format where possible. The data contained within the A.S.R. will be provided in the following formats:

- Interactive dashboard;
- Static P.D.F. report, and
- Maps.

Mr. Colin Stairs, Chief Information Officer, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board office



Toronto Police Services Board Report

September 25, 2020

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Toronto Police Service Board Special Fund – Annual Specified Procedures Report for the Year Ended December 31, 2019

Recommendation(s):

It is recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

Financial Implications:

There are no financial implications associated with the recommendation contained in this report.

Background / Purpose:

Attached is the Specified Procedures Report which provides results of the audit of the Police Services Board Special Fund, for the year ending December 31, 2019. The audit is performed by independent external auditors, to assist the Board in evaluating the application and disbursement procedures and processes related to the Special Fund.

It was determined that an audit that assesses the Special Fund procedures and processes is a more useful approach, as it tests the degree to which the Board is adhering to its Policy governing the Special Fund.

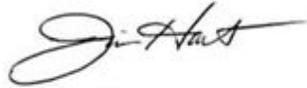
The 2019 audit included a review of Special Fund disbursements, bank statements, bank deposits, disbursements that are an exception to the policy, account balance, record keeping, signatories, etc. The audit revealed that the Board is in compliance with the administrative processes as outlined in the Board's Special Fund Policy.

A copy of the auditor's findings is attached to this report.

Conclusion:

It is, therefore, recommended that the Board receive the annual Specified Procedures Report, performed by Price Waterhouse Coopers LLP.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Hart". The signature is written in a cursive style with a large initial "J" and a long horizontal stroke extending to the right.

Jim Hart
Chair



September 24, 2020

Report in connection with the Toronto Police Services Board Special Fund (the TPSB Special Fund)

To the Toronto Police Services Board:

As agreed with you, we have performed the procedures enumerated in Appendix 1, solely to assist you in evaluating the application and disbursement procedures and processes related to the TPSB Special Fund during the year ended December 31, 2019.

As a result of applying the procedures outlined in Appendix 1, we report our findings attached in Appendix 2.

These procedures do not constitute an audit of the TPSB Special Fund as at and for the year ended December 31, 2019 and, therefore, we express no opinion on these account balances as at December 31, 2019 or the transactional activity for the year ended December 31, 2019. Had we performed additional procedures or had we made an examination of the account balances and transactional activity of the TPSB Special Fund, other matters might have come to our attention that would have been reported to you.

It is understood that this report is intended solely for the information of the Toronto Police Services Board. Consequently, the report should not be distributed to other parties. Any use that a third party makes of this report, or any reliance or decisions made based on it, are the responsibility of such third party. We accept no responsibility for any loss or damages suffered by any third party as a result of decisions made or actions taken based on this report.

/s/ PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Appendix 1: Specified procedures

Application and disbursement procedures

Haphazardly select 25% of the number of annual disbursements (cheques) from the Toronto Police Services Board Special Fund (TPSB Special Fund) general ledger and:

1. Ensure that Board approval has been obtained for the disbursement.
2. Ensure that the cheque amount agrees to the approved amount, and that such amount is recorded in the TPSB Special Fund general ledger (book of accounts).
3. Ensure that a Board report which includes an overview of the funding proposal is submitted to the Board for approval in accordance with the TPSB Special Fund Policy.
4. Ensure that the cheque is signed by the appropriate signatories in accordance with the TPSB Special Fund approval guidelines and policies.

General procedures

5. Haphazardly select ten disbursements from the TPSB Special Fund and ensure that the funding is provided prior to the date of the event/activity, as specified in the funding application.
6. Haphazardly select six bank statements and ensure that the account balance does not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.
7. Request the Board office to provide a listing of disbursements which were exceptions to the policy, and ensure that the Board approved the disbursement despite the exception by reference to the Board minutes.
8. Haphazardly select ten deposits within the bank statements and ensure that they are from authorized revenue sources as allowed by the Police Services Act.



Appendix 2: Findings

- 1.-4. We haphazardly selected 21 disbursements from the TPSB Special Fund bank statements for testing, itemized below, for the year ended December 31, 2019, representing 25% of the total number of annual disbursements for the year ended December 31, 2019.

For each disbursement selected, we completed procedures 1 through to 4 and have noted no exceptions.

Disbursements (cheque numbers)

1423	1427	1428	1432	1434	1436
1438	1439	1441	1450	1459	1465
1467	1468	1494	1500	1501	1506
1508	1510	1518			

5. We haphazardly selected ten disbursements, itemized below, from the TPSB Special Fund bank statements and ensured that the funding was provided prior to the date of the event/activity, as specified in the funding application.

For each disbursement selected, we have noted no exceptions.

Disbursements (cheque numbers)

1423	1427	1428	1438	1439
1441	1468	1500	1501	1510

6. We haphazardly selected six bank statements of the TPSB Special Fund, itemized below, and ensured that the account balance did not fall below \$150,000 during the period covered by the statement, as set out in the TPSB Special Fund Policy.

We have noted no exceptions as a result of completing this procedure.

Monthly bank statements

February 2019	March 2019	May 2019
July 2019	September 2019	November 2019

7. Based on enquiry of Sheri Chapman (Executive Assistant to the Chair, Toronto Police Services Board), there were 12 exceptions to the policy, itemized below, during the year ended December 31, 2019. We have reviewed the minutes of the Board meeting outlining the exception. No issues noted as a result of completing this procedure. No further exceptions to report.



The following are exceptions as they do not fall into one of the six approved categories according to the Toronto Police Services Board Special Fund policy:

Exceptions to the policy		
Exception #	Description	Board minutes reviewed
1	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
2	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
3	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
4	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
5	TPSB Support to Funeral Costs for Police Constable	BM – December 18, 2018
6	Retention of Organizational Change Management Consultant	BM – August 24, 2017
7	TPSB Support To The CAPG 2019 Annual Conference	BM – February 21, 2019
8	TPSB Support To Workplace Well-Being, Harassment and Discrimination Review	BM – March 26, 2019
9	Retention of Organizational Change Management Consultant	BM – August 24, 2017
10	International Review of Best Practices Regarding The Use Of Force Options	BM – February 22, 2018
11	TPSB Support To The CAPG 2019 Annual Conference	BM – July 31, 2019
12	TPSB Support To The Cardiac Health Fair	BM – October 22, 2019

8. We haphazardly selected ten deposits to the TPSB Special Fund, itemized below, and ensured that they were from authorized revenue sources as allowed by the Police Services Act.

We have no exceptions to report as a result of completing this procedure.

Deposit date	Revenue source
February 13, 2019	Unclaimed Cash
April 3, 2019	Police Auction Proceeds
April 17, 2019	Unclaimed Cash
May 15, 2019	Unclaimed Cash
May 15, 2019	Police Auction Proceeds



Deposit date	Revenue source
August 19, 2019	Police Auction Proceeds
November 28, 2019	Police Auction Proceeds
December 11, 2019	Police Auction Proceeds
December 3, 2019	Police Auction Proceeds
December 3, 2019	Police Auction Proceeds



Toronto Police Services Board Report

October 6, 2020

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Period Ending June 30, 2020

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

At this time, the Board is anticipating a zero variance on its 2020 operating budget.

Background / Purpose:

The Board, at its December 16, 2019 meeting, approved the Toronto Police Services Board's 2020 operating budget at a net amount of \$1,930,400 (Min. No. P237/19 refers), a 1.4% increase over the 2019 operating budget.

Subsequently, City Council, at its February 19, 2020 meeting, approved the Service's 2020 operating budget at the same net amount; however, the Council approved budget included an additional \$1.0M gross, zero net, to fund the expanded scope of the Missing Persons Investigations Review, discussed further below.

The purpose of this report is to provide information on the Board's 2020 projected year-end variance.

Discussion:

As at June 30, 2020, a \$75,000 favourable variance is anticipated. Details are discussed below.

COVID-19

While COVID-19 has had a significant impact on the way the Board conducts its business and how it interacts with the public, the net financial impact has been marginal on the Board's budget.

The Board Office has leveraged technology and facilitated virtual Board meetings during the period of the pandemic, in line with the advice from Toronto Public Health. These virtual Board meetings have also continued to ensure that members of the public can effectively engage with the Board through the virtual deputation process, and that members of the public and media can listen live to Board meetings through a YouTube livestream. Fortunately, the costs associated with establishing this virtual meeting approach have been negligible (in that existing technology has been used or adapted to suit the Board's purpose) or internally absorbed. As a result, no variances are projected at this time due to COVID-19.

The following chart summarizes the Board's variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

Expenditure Category	2020 Budget (\$000s)	Actual to Jun 30/20 (\$000s)	Projected Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,330.3	\$597.7	\$1,255.3	\$75.0
Non-Salary Expenditures	\$600.1	\$303.9	\$600.1	\$0.0
Total	\$1,930.4	\$901.6	\$1,855.4	\$75.0

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits

Board Staff, similar to Service Staff, have salary steps and progress through the salary steps as they accrue seniority. At the time of budget preparation it was assumed that all Board Staff would be at the top of their salary range, as it was unknown at what salary step new staff would be placed. As most Board Staff are not yet at the top step of their salary range, a favourable salary and benefits variance of \$75K is projected to year end.

Non-salary Budget

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2020 budget includes a \$424,800 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Chief Vacancy, Public Consultation and Selection Process - The Board authorized commencing the process for two outside firms to assist the Board with (i) broad public consultation to determine what criteria should be used in selecting the next Chief, and (ii) the executive search process. Costs for these services are part of a current RFP process and not yet determined; however, every effort will be made to accommodate any 2020 costs within the Board's existing operating budget.

City Legal Services

While the Board uses external legal counsel for labour relations and other matters, where external counsel is required, the Board also obtains legal services from the City of Toronto's Legal Services division. Prior to 2020, City Legal Services recovered the costs of providing these services through an interdepartmental chargeback to the Board. As a part of the City's plan to modernize the budget process, a policy change has been made that required the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. However, as the amount of legal services the Board requires can put a significant strain on City Legal Services, it was subsequently decided that City Legal Services would still receive cost recovery for the Services they provide to the Board. The costs of these services would be funded from the Board's Legal Reserve. In order to facilitate the cost recovery, the Board's gross operating budget was increased by \$575,000, the estimated cost of legal services to be provided by the City for 2020. This results in a net zero increase to the Board's approved operating budget, as the cost would be funded from the Board's Legal Reserve.

Independent Missing Persons Investigations Review

The Board, at its June 21, 2018 meeting, approved the Missing Persons Investigation Review Working Group – Review's Terms of Reference and Budget Report (Min. No. P112/18 refers). The Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations. The Board also approved a request to the City of Toronto's Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the Review. Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Missing Persons Investigations Review. The Review is expected to require funding over the 2018, 2019 and 2020 budget years.

During 2019 it became evident that the interests of the community would best be serviced if the scope of the review were to be expanded. The cost of expanding the scope of the review, estimated at \$1.0M, was approved by City Council at its meeting of February 19 2020, to be funded from a \$1.0 million draw from the Tax Rate Stabilization reserve, bringing the total estimated cost of the review to \$4.0M. Costs incurred from 2018 to 2019 totalled \$1.6M. For 2020, it is projected that \$2.3M in costs will be incurred and, as a result, \$2.3M is included in the Council approved 2020 Board operating budget being funded from the Tax Rate Stabilization Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review.

The expanded scope of Independent Civilian Review into Missing Persons Investigations will have a high positive equity impact for many equity-seeking groups. With this expansion, this Review will now include an examination of the specific circumstances involving the investigations into the disappearances of victims associated with Bruce McArthur, which were previously excluded due to criminal proceedings being active at the time the Terms of Reference were established for this Review. The expanded scope will mean that additional significant and valuable experiences and perspectives of individuals, including members of the City's LGBTQ2S+ community, and some of Toronto's most marginalized and vulnerable communities, will be included in this Review, and will directly impact the recommendations that will be made. The expanded scope will ensure that the Review's ultimate conclusions and recommendations, which will be presented to the Toronto Police Service Board by January of 2021, are developed having regard to the specific and unique context of the Review, and informed by the people most impacted by the circumstances that gave rise to it, leading to recommendations aimed to promote efficient, effective and bias-free policing and improved trust between the Toronto Police Service and members of the affected communities.

Conclusion:

As at June 30, 2020, a \$75,000 favourable variance is projected. However, this projection does not include the costs associated with the Chief Selection Process, and, in particular, the two RFPs related to that process.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

September 21, 2020

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2019.06

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On February 23, 2019, at 0232 hours, a resident of 25 West Lodge Avenue called to report that a female, later identified as complainant 2019.06, had broken a window and was inside the neighbouring apartment.

Officers from 11 Division were dispatched and arrived at 25 West Lodge Avenue and found evidence of a break and enter. The officers cleared the apartment and did not locate any suspects.

While investigating this incident, officers accompanied by a Toronto Community Housing (T.C.H.) Special Constable located 2019.06 in a stairwell nearby the burgled unit. The officers believed 2019.06 was involved in the break and enter and was investigated. During this investigation information was received that 2019.06 was bound by a recognizance with a house arrest condition, and was in breach.

Officers placed 2019.06 under arrest for failing to comply with the recognizance and attempted to gain control of 2019.06. 2019.06 pulled away from the officers and attempted to exit through a side door of the apartment building.

The officers, together with the T.C.H. Special Constable, brought 2019.06 to the ground where they gained control and placed 2019.06 in handcuffs. Once 2019.06 was under control, officers observed 2019.06’s foot had become stuck between the exit door and the door jam. 2019.06’s foot was released and 2019.06 was subsequently walked out of the building to a T.P.S. scout car.

2019.06 was transported to 11 Division and paraded before an Officer in Charge. While being paraded, 2019.06 complained of a sore foot. 2019.06 was transported St. Joseph’s Health Centre, was examined by a physician and diagnosed with a non-displaced distal fracture to the left ankle. 2019.06 was treated and returned to 11 Division and held for a show cause hearing.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; two other officers were designated as witness officers.

In his letter to the T.P.S. dated October, 25, 2019, Interim Director Joseph Martino of the S.I.U. stated that *“the file has been closed and no further action is contemplated. In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer”*.

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 05-03 (Break and Enter)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)

The P.S.S. investigation determined that the T.P.S.’s policies and procedures associated with the custody injury were found to be lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers involved in this event was examined and it was found that two officers were in breach of T.P.S. procedure 15-17 (In-Car Camera System). Misconduct was substantiated and the matter was adjudicated at the unit level.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office